



DESK GUIDE

INSTRUCTION FOR
CNFJ
SHORE INSTALLATION
MANAGEMENT (SIM)
COMNAVFORJAPANINST 5233.1

... Serving Our Forward Deployed Naval Forces

TABLE OF CONTENTS

	<u>PAGE</u>
CHAPTER 1. NAVY SHORE INSTALLATION MANAGEMENT (SIM) STRATEGY.....	4
1. Background	4
2. Commander U.S. Navy Forces Japan	4
CHAPTER 2. CNFJ MISSION.....	5
1. CNFJ Mission	5
2. Desk Guide for CNFJ BOS Operations	5
3. SIM Mission	5
a. CNFJ Strategic Vision.....	5
b. CNFJ Guiding Principles	5
CHAPTER 3. CNFJ CONCEPT OF OPERATIONS.....	6
1. BOS Management System	6
a. Policy.....	6
b. Process.....	6
c. Requirement.....	6
d. Resources.....	6
e. Execution.....	6
2. Dual Management Focus	7
a. Program - Centric Resources Management.....	7
b. Installation - Centric Execution Management.....	7
c. Resource Flow.....	7
3. CNFJ BOS Program Management Structure	8
a. Programs.....	8
b. SUB Programs.....	9
c. Overall Coordination and Management.....	10
d. Special Interest Items (SII).....	10
e. Designated Personnel.....	10
f. Leveraged Expertise.....	10
g. CNFJ SUB Program Services & IMAP.....	10
4. CNFJ BOS Service Delivery System	12
a. System Parts.....	13
b. BOS Management Staff.....	13
5. CNFJ SIM Organization	14
a. Line Chain of Command.....	14
b. SIM Staff Functions.....	15
6. Operational Precepts	15
a. General Operating Principles.....	15
b. Budget and Program Reqmts Development Decision.....	15
c. Program Execution Decisions.....	15
d. Resources Reprogramming Decisions.....	16
e. Unfunded Requirements Decisions.....	16

CHAPTER 4. CNFJ SIM STAFF COMPONENTS.....	17
1. Commander	17
a. Primary Duties of the Commander	17
2. Deputy Commander/Chief of Staff (CoS)	18
a. CoS Duties.....	19
3. Business Manager	19
a. BM Duties.....	19
4. Business Management Office	20
a. BMO Duties.....	21
5. Program Manager	21
a. PM Duties.....	21
6. Program Action Officer	22
a. PAO Duties.....	22
7. Comptroller	23
a. Comptroller Duties.....	23
CHAPTER 5. INSTALLATION COMPONENTS.....	25
1. Installation Commanding Officer	25
a. Installation Commanding Officer's Duties.....	25
2. Installation Service Delivery Manager	26
a. Installation Service Delivery Manager's Duties.....	27
3. Installation Financial Advisor	28
a. Installation Financial Advisor's Duties.....	28
4. Installation Manpower Manager	29
a. Installation Manpower Manager's Duties.....	29
CHAPTER 6. CNFJ SIM BOARDS.....	30
1. Strategic Planning Board	30
2. Installation Advisory Board	31
3. Resource Management Board	32
CHAPTER 7. MAJOR MANAGEMENT PROCESSES.....	34
1. Planning, Programming, Budgeting, Execution Process.....	34
a. Process Map.....	34
b. Phases.....	35
c. Macro BOS Management Process (Level I).....	36
CHAPTER 8. OPERATIONAL MANAGEMENT PROCESSES.....	37
1. Strategic Planning Process.....	37
a. Strategic Plan Horizon.....	37
b. Responsibility.....	37
c. SP Process.....	37
2. Resource Planning and Programming Process.....	38
3. Business Plan Development Process.....	39
a. Execution Year Activity.....	39
b. Budget Year Activity.....	40
4. Budget Exhibit Completion Process.....	40

5. Unfunded Requirement Evaluation Process.....	41
a. Definition of Unfunded Requirement.....	42
b. Forms & Tracking.....	42
c. Installation Perspective.....	43
d. CNFJ Perspective.....	43
e. Unfunded Request Evaluation System.....	43
6. BOS Resource Reprogramming Process.....	43
a. Reprogramming of Resources.....	43
b. Reprogramming Request.....	44
7. Program Performance Assessment Process.....	47
a. Performance Metrics.....	47
b. Performance Data Collection.....	47
c. Performance Assessment.....	47
d. Performance Reporting.....	48
e. Performance Briefings.....	48
f. Corrective Action.....	48
8. Reengineering Opportunity Assessment Process.....	48
a. Definition of Reengineering.....	49
b. Reengineering Opportunities.....	49
c. Reengineering Opportunity Assessment.....	49
d. Reengineering Study Priority.....	50
e. BM Responsibility.....	50
f. Reengineering Study Recommendations.....	50
9. CNFJ Position Management Process.....	51
a. Position Management.....	51
b. Responsibilities.....	52
c. Position Management Guidelines.....	53
d. Position Management Process.....	53
Chapter 9. LIST OF ABBREVIATIONS.....	54
Chapter 10. GLOSSARY.....	56
Appendix A Facilities Management System Operations Guide.....	57
(To be completed Spring 2003)	

CHAPTER 1. NAVY SHORE INSTALLATION MANAGEMENT (SIM) STRATEGY

1. **BACKGROUND.** Reference (a) assigns missions to Commander in Chief U.S. Pacific Fleet (CINCPACFLT) echelon III Naval Force Commands. On 24 June 1997, the Deputy Chief of Naval Operations (Logistics/CNO N4) published the "21st Century Shore Support Infrastructure Vision and Strategic Plan" (reference b). This document outlined a new direction for the shore Navy. The stated goal: reduce the total Navy infrastructure costs in order to free resources for readiness and recapitalization. Reference (c) addresses the CNO consolidation efforts. The objectives are to apply state-of-the-market business practices and reduce infrastructure costs.

a. This is a continuous process founded on the following fundamental principles:

(1) No tenant should do what a command can do more cost effectively.

(2) No command should do what a regional complex can do more cost effectively.

(3) No regional complex should do what the surrounding community can do more cost effectively.

(4) The number of commands and tenants providing BOS services should be reduced to a minimum.

2. **COMMANDER, U.S. NAVAL FORCES JAPAN (CNFJ)**, as a Naval Forces Command and an operating force of CINCPACFLT, CNFJ's mission is delineated in CINCPACFLT OPORD 201 (reference a). CNFJ is designated as the CPF area coordinator and representative for the AOR. CNFJ differs significantly from CONUS regions and the term region is used solely in reference to SIM-related functions. CNFJ assumed BOS responsibilities for the AOR in October 1999.

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CHAPTER 2. MISSION

1. **COMMANDER, U.S. NAVAL FORCES, JAPAN (CNFJ) MISSION.** CNFJ's missions include:

- a. Support 7th Fleet operations as directed.
- b. Act as the principal link between JMSDF and USN to enhance interoperability.
- c. Maintain infrastructure to sustain maritime operations - shore installation management (SIM).
- d. Support joint/bilateral requirements as US Forces Japan's (USFJ) Naval Component Commander.

2. **DESK GUIDE FOR CNFJ BOS OPERATIONS.** This desk guide for BOS operations is devoted exclusively to the execution of the SIM mission.

3. **SIM MISSION.** The SIM mission is to maximize the effective use of resources and provide world-class personnel and infrastructure support services. The AOR is the Western Pacific and Indian Oceans (excluding Singapore). CNFJ operates a BOS service delivery organization at six installations. The Installations are Fleet Activities, Yokosuka (CFAY); Naval Air Facility, Atsugi (NAFA); Fleet Activities, Sasebo (CFAS); Fleet Activities, Okinawa (CFAO); Naval Air Facility, Misawa (NAFM); and Naval Support Facility, Diego Garcia (NSFDG).

a. **CNFJ strategic vision.** The strategic vision is to be recognized as a highly motivated, flexible, evolving, customer-focused, regional team providing world-class shore-installation support services.

b. CNFJ guiding principles.

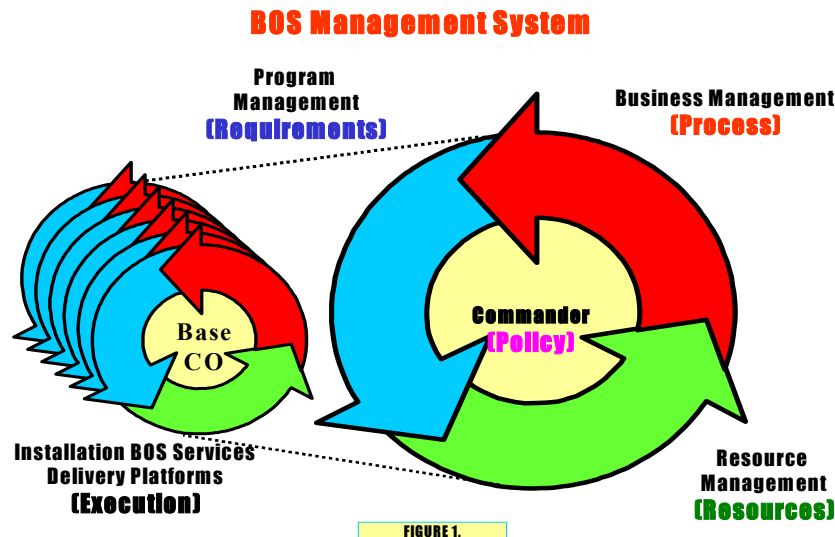
(1) **Readiness.** Maximize force readiness by providing high quality and responsive support services and infrastructure.

(2) **Resource Management.** Aggressively seek and effectively manage resources to meet regional requirements. Actively pursue innovations and improvements in quality and efficiency.

(3) **Serving Our Customers.** Understand and proactively meet our customer's needs.

(4) **Quality Of Life.** Provide a quality of life that will enhance retention, promote productivity, and guarantee a rewarding living and working environment.

CHAPTER 3. CNFJ SIM CONCEPT OF OPERATIONS



1. **BOS MANAGEMENT SYSTEM.** Figure 1 depicts the CNFJ BOS Management System. Each part of the system plays a key role to enable other parts of the system. Collectively, the parts integrate into an effective and efficient management system. Key facets of the system include:

- a. **Policy.** CNFJ sets policy within the AOR.
- b. **Process.** The Business Manager (BM) defines the process and structure needed to implement policy.
- c. **Requirements.** Program Managers (PMs) and Program Action Officers (PAOs) assist in defining program resource requirements and allocating program resources across the AOR.
- d. **Resources.** The Comptroller obtains and delivers resources to installations for each regional program to execute installation-level program requirements.
- e. **Execution.** Installation Service Delivery Managers (ISDMs) execute service delivery to the customers under the direction of the installation Commanding Officer (CO) within available resources.

2. **DUAL MANAGEMENT FOCUS.** The CNFJ model creates a balance between program-centric resource management and installation-centric execution management.

a. **Program - Centric Resources Management.** PM's plan, program, allocate, and monitor program resources. Program-centric resource management enables the CNFJ to shift resources across the AOR to meet program objectives and emergent requirements. It enables efficiency and effectiveness initiatives, standardizes execution processes, and streamlines business processes. Each PM and subordinate PAO is responsible to closely monitor program and sub-program resources and execution across the AOR.

b. **Installation-Centric Execution Management.** Each CO and associated personnel are responsible for managing BOS service work execution. Line supervision of installation-level personnel resides with the installation CO. This situation enables execution management by a line commander on the ground most familiar with local customer needs. It also allows tactical shifting of resources across programs to meet emergency service requirements.

c. **Resource flow.** Figure 2 shows how resources flow down through the CNFJ Region. Resources flow from CNFJ to the installations allocated by program using an Operating Target (OPTAR).

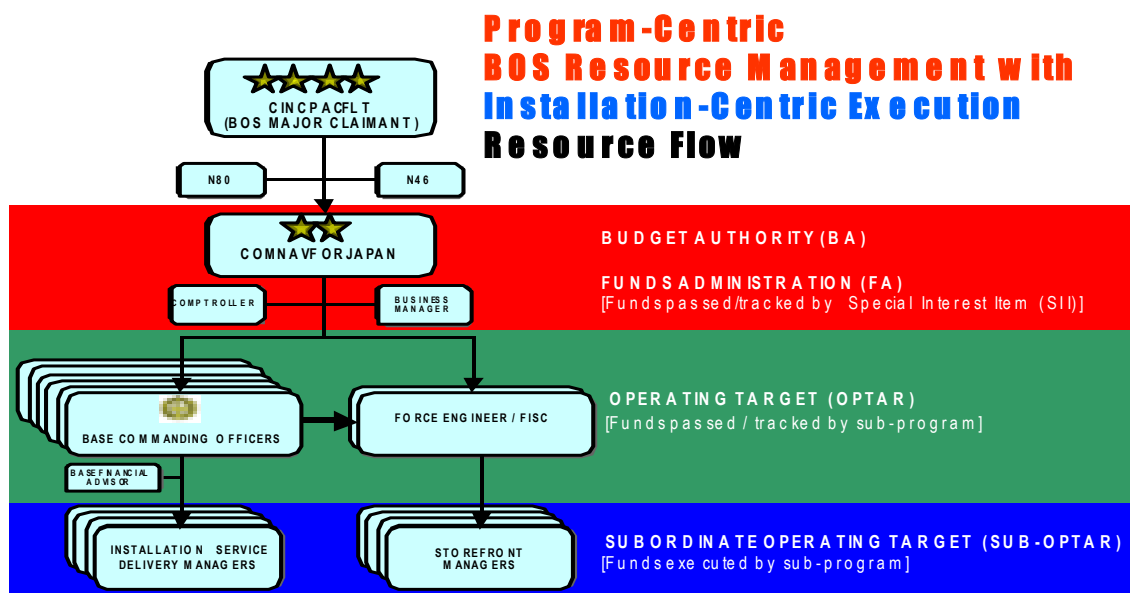


FIGURE 2.

3. **CNFJ BOS PROGRAM MANAGEMENT STRUCTURE** The BOS management structure is built upon the Installation Management Accounting Project (IMAP) 2003 core business model as depicted in figure 3. The services provided are described in the CNFJ Region BOS Sub - Program Services Table.

a. **Programs.** The six-macro programs include Operations Support, Facility Management Support, Federal Fire Support, Community Support, Command Support, and Civilian Personnel. Each is headed by a designated PM at the military O6 or civilian GS-15 level.

b. **Sub-programs.** Each BOS program is headed by a PAO. PAO responsibilities may be assigned as collateral duties of CNFJ staff or members of regional BOS service commands.

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CNFJ BOS PROGRAM MANAGEMENT STRUCTURE

CNFJ COS	N01					
BUSINESS MANAGER	N01BM					
PROGRAM N CODES	OPERATIONS SUPPORT N3/N5	FACILITY MGMT (N01FE)	FEDERAL FIRE (N01FF)	COMMUNITY SUPPORT (N01BM)	COMMAND SUPPORT (N01BM)	CIVILIAN PERSONNEL (N01CP)
NOTE 1 SUB PROGRAM (RPAO CODE) (SII)	SEAPORT SUPPORT (N53) (OB)	PLANNING & CONST (N40) (OB)	FIRE PROTECT (N01FF) (OB)	SAFETY / NAVOSH (N01BM5) (OB)	ADMIN (N1) (OB) (NOTE 3)	US LABOR MGMT ((500A) (OB)
	AIRFIELD SUPPORT (N31) (OB)	ENGINEERING (N40) (OB)		MORALE WELFARE RECREATION (N01BM6) (MW)	RELIGIOUS MINISTRIES (N00C) (OB)	FN LABOR MGMT (N01CP1) (OB)
	WEAPONS ORDNANCE (N54) (OB) (NOTE 2)	MAINT & SERVICES N40 (PM/QM/CT)		CHILD DEVELOPMENT (N01BM6) (CD)	POSTAL OPERATIONS (N01) (OB)	
	FORCE PROTECT (N3FP) (CT) (NOTE 5)	UTILITIES (N40) (OB)		BACHELOR HOUSING & GALLEY OPERATIONS (N01BM61) (QQ)	PUBLIC AFFAIRS (N01PA) (OB)	
		TRANS (N40) (OB)		FLEET FAMILY SUPPORT (N01BM7) (FS)	FINANCIAL MNGMT (N8) (OB) (NOTE 4)	
		ENVIRON (N45) (EC, CN, PP)		FAMILY HOUSING (N01FH) (FH,N)	SUPPLY SUPPORT (FISC C46) (OB)	
					INFO TECH SUPPORT (N6) (OB)	
					BASE COMS (NCTS N2) (BC)	

NOTES:

1. Contact info for PMs and PAOs is available at <https://extra.cnrsw.navy.mil/ekm2/index.asp>
2. Includes Seaport and Airfield Weapons Support Programs
3. Includes Legal Services and Military Personnel management sub-programs.
4. Includes Intra-station moves and Civilian Personnel PCS moves sub-programs.
5. All items in red are not fungible

Figure 3

c. **Overall coordination and management.** The Business Manager (BM) coordinates across all BOS programs. The CNFJ Deputy Commander /Chief of Staff (CoS) provides overall line supervision to the program management organization to ensure PM/PAO duties are performed as assigned.

d. **Special interest items (SII).** SII funding categories are administratively fenced sub-programs by higher authority. The SIIs utilized by CNFJ are Sustainment, Restoration, Modernization (SRM), Physical Security Site Improvements PM/CT, Force Protection (CT), Quarters Maintenance (QM), Environmental Compliance (EC), Pollution Prevention (PP), Conservation (CN), Morale Welfare Recreation (MW), Child Development Programs (CD), Quarters Operations (QO), Family Housing Navy (FH,N), Family Service Center (FS), and Base Communications (BC). The remaining sub-programs reside in the Other BOS (OB) SII.

e. **Designated personnel.** PMs and PAOs are depicted in figure 3. Contact information is available on the CNFJ eKM website at <https://extra.cnrsw.navy.mil/ekm2/index.asp>.

f. **Leveraged expertise.** Utilities, and transportation management is leveraged from Public Works Center (PWC), Yokosuka. Supply support expertise is leveraged from the U.S. Fleet and Industrial Supply Center (FISC). Installation communications expertise is leveraged from Naval Computer and Telecommunications Station, Far East (NCTSFE).

g. **CNFJ BOS sub-program services and IMAP.** Figure 4 shows the CNFJ SIM programs and sub-programs cross-referenced to the Installation Management Accounting Project (IMAP) structure for business areas, functions, and sub-functions.

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CNFJ BOS SUB-PROGRAM SERVICES BY IMAP

CNFJ		IMAP STRUCTURE		
PROGRAM (PM CODE)	SUB-PROGRAM (SII)	CORE BUSINESS AREA	FUNCTION	SUB-FUNCTION SERVICES
OPERATIONS SUPPORT (N3/5)	Port Operations (OB)	Port Operations	Port Services	Berthing and Hotel Services, Port Logistics, Port Operations Center, Tugs and Craft
			Other Port Operations	Degaussing, Sea Air Rescue, Spill Response, Range Support
	Air Operations (OB)	Air Operations	Airfield Operations	Airfield Logistics, Air Traffic Control, Aviation Fuel Support, Ground Electronics, T-Line, Crash and Rescue
			Aviation Support	Auxiliary Airfield Support, Cargo Handling, Passenger Terminal Operations, Range Support
	Weapons (OB)	Operations Support	Other Ops Support	Sea Weapons
			Other Ops Support	Air Weapons
FACILITY MGMT (N01RE)	Force Protection (CT)/(OB)	Public Safety	Force Protection	Law Enforcement, Security Guard Operations, Physical Security Equipment, Physical Security Management & Planning, Site Improvements, Anti-Terrorism Operations, Disaster Preparedness
	Planning and Construction (OB)	Facility Support	SRM	Admin. PW Management, Maintenance Shop Overhead, Installation Costs of Investment Items, Leases
	Engineering (OB)	Facility Support	Facility Management	Engineering PW Mgmt
	Maintenance & Services (PM, QM, CT)	Facility Support	SRM	Emergency Service Maintenance, Maintenance & Repair, Grounds Maintenance, Janitorial, Pest Control, Refuse Collection & Recycling, Preventive Maintenance Bachelor EM Barracks, Housing Mess Facilities, Housing Detached Facilities, BOQ, Community Buildings
	Utilities Management (OB)	Facility Support	Utilities	Chiller Plant, Electrical, Gas, Other (Purchased), Sewage, Steam, Water
	Transportation Management (OB)	Facility Support	Installation Support Vehicle & Equipment	Management & Administration, Cranes, Vehicles, GSE/MHE, Construction, Other
	Environmental Compliance (EC), (PP), (CN)	Environment	Compliance	Recurring/Non-recurring Activities Support
			Conservation	Recurring/Non-recurring Activities Support
			Management & Planning	Manpower, Other Support
			Pollution Prevention	Recurring/Non-recurring Activities Support
Community Support (N01BM)	Morale Welfare Recreation (MW)	Personnel Support	MWR	Management and Support, Category A, Category B, Category C
	Child Development Programs (CD)	Personnel Support	Child Development	Child Development Centers, Home Care, Resource/Referral, School Age Care
	Bachelor Housing Operations (QO) Housing	Housing	Family Housing	Contract Berthing, Permanent Party, Students, Transient
	Galley (OB)	Personnel Support	Galley	Food Services Contracts, Galley Operations
	Family Housing Support (FH,N)	Housing	Family Housing	Management, Services, Furnishings, Utilities, Maintenance
	Safety/NAVOSH (OB)	Public Safety	Safety	Command Safety Programs, NAVOSH
	Family Service Center (FS)	Personnel Support	Fleet & Family Services	Counseling/Advocacy Support, Management & Technical Support, Mobility Support, Operational Support

CNFJ		IMAP STRUCTURE		
PROGRAM (PM CODE)	SUB-PROGRAM (SII)	CORE BUSINESS AREA	FUNCTION	SUB-FUNCTION SERVICES
FEDERAL FIRE SUPPORT (N01FF)	Fire Protection (OB)	Public Safety	Federal Fire	EM Response, Fire, Protection/HAZMAT, Fire Protection Management & Administration
COMMAND SUPPORT (N01BM)	Administration (OB)	Command & Staff	Command	Command Admin, Legal, Witness Fees, Bands
			MILPERS Svcs	Military Manpower Management
	Personnel Support	Other Community Support	Ceremonial Guard, ESO/Campus, Pay & Personnel Support, Restricted Barracks (TPU)	Religious Programs
	Religious Ministries (OB)	Command & Staff	Command	Religious Programs
	Postal Operations (OB)	Command & Staff	Command	Postal Operations
	Public Affairs (OB)	Command & Staff	Command	Public Affairs
	Supply Support (OB)	Operations Support	Supply	Management & Procurement, POL Management, Retail Supply Mgmt., Warehousing,
	Information Technology Support (OB)	Command & Staff	Info Tech Services	IT Support & Management, Audio / Visual / VTC, Internet Services, NMCI
	Financial Management (OB)	Resource Management	Command & Staff	CIVPERS Permanent Change of Station (PCS)
		Housing	Family Housing	Intra-Station Moves
		Housing	Other Community Support	Cemeteries, Commissary Support, Health Care Support, Military Banking Facility, Mobilization, Museums, Retail Services Support
		Command & Staff	Resource Management	Financial Management, G&A
		Resource Management	FECA	FECA
	Base Communications (BC)	Command & Staff	Base Communications	Telephone, Rapid Communications, Lease, Commercial Lines, Maintenance Antennas Sys, Admin Telephone Distress System
CIVILIAN PERSONNEL MGMT. (N01CP)	US Labor Management (OB)	Command & Staff	Resource Management	Civilian Manpower Management, HRO, Race Relations Education, Training
	Foreign Labor Management (OB)	Command & Staff	Resource Management	Civilian Manpower Management

FIGURE 4.

4. **CNFJ BOS SERVICES DELIVERY SYSTEM.** The CNFJ BOS service delivery organization is depicted in figure 5. The model was designed to meet the objectives of BOS SIM directed by the CNO

while addressing the unique requirements of the Navy in Japan and Diego Garcia.

CNFJ BOS Services Delivery Organization

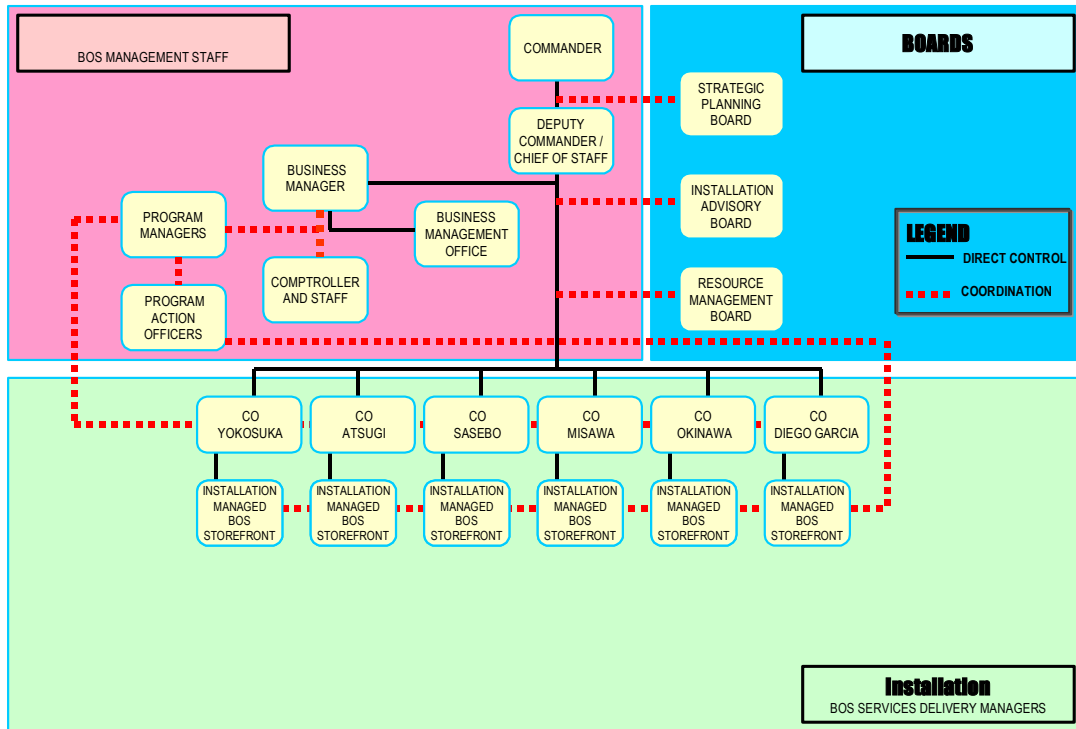


FIGURE 5.

a. **System parts.** The BOS service delivery organization has three key parts: (1) BOS management staff, (2) Installation services delivery managers, and (3) boards.

b. **BOS management staff.** The BOS management staff collectively manages all BOS programs and resources. The management staff: (1) plans for desired business results, (2) budgets for requirements, (3) allocates resources and (4) monitors actual program results. The BOS management staff is composed of the Commander, Deputy Commander (CoS), BM, the Business Management Office (BMO), PMs, PAOs, and the Comptroller.

(1) Installation Services Delivery Managers (ISDM). ISDMs work directly for the installation CO and are an organic component of the host installation. Some installations also have FISC and PWC "storefronts" that deliver installation service.

(2) SIM Boards. There are three SIM boards assigned to perform specific functions on an as-needed basis. Each board is tailored in membership to include stakeholders and subject matter experts. The three boards are:

- (a) Strategic Planning Board (SPB)
- (b) Installation Advisory Board (IAB), and
- (c) Resource Management Board (RMB).

5. **CNFJ SIM ORGANIZATION.** The CNFJ SIM organization is depicted in figure 6.

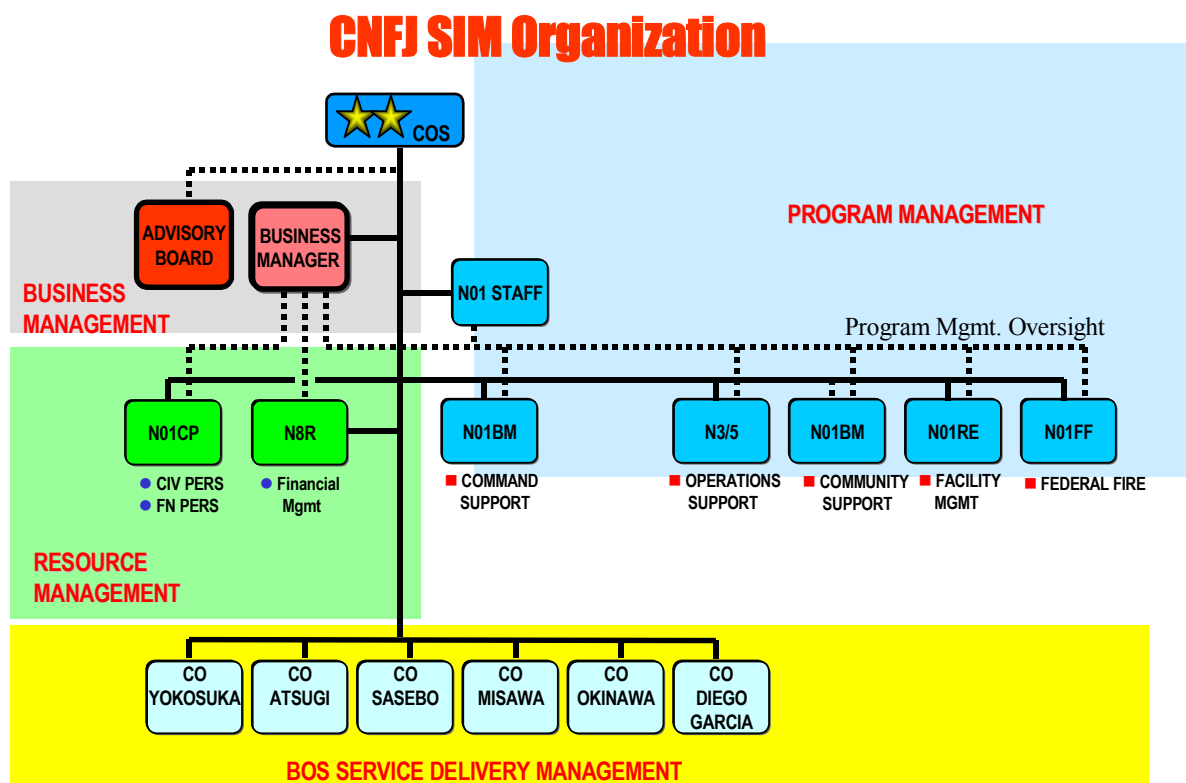


FIGURE 6.

The figure shows the SIM organization overlaid upon the existing CNFJ staff organization and how the BOS sub-programs are distributed across the staff N-codes. CO PWC is shown embedded in the SIM organization performing the additional duty as Force Engineer for CNFJ.

a. **Line chain of command.** Special emphasis is shown on the line chain of command from the Commander to the six installation

COs, depicting clear responsibility and authority to execute service delivery to the customers.

b. **SIM staff functions.** Figure 6 also shows three supporting SIM staff functions, including business management, program management, and resource management. These functions work together collectively to operate the CNFJ BOS management organization.

6. **OPERATIONAL PRECEPTS.** The following operating precepts establish a foundation of how the BOS service delivery organization works. They establish a set of "ground rules" for decision-makers at all levels of the organization to reference in day-to-day BOS management and SIM. The precepts are presented in five categories, as follows:

a. **General operating principles.**

(1) Work together as a team to collectively achieve maximum BOS operating results throughout the AOR.

(2) Use the desk guide for BOS operations as a tool to understand, communicate, and execute BOS operational policy.

(3) All issues related to BOS management and resource consumption are open for discussion and analysis in our search for the most effective and efficient BOS service delivery system.

b. **Budget and program requirements development decisions.**

(1) The installation CO will provide installation-level input and articulate priorities for installation budget and program requirements.

(2) The CoS, with Resource Management Board (RMB) input and CINCPACFLT guidance, will set budget controls for CNFJ.

c. **Program Execution Decisions.**

(1) The installation CO will make all program execution decisions for the installation to accomplish the mission and carry out the approved execution plans.

(2) PMs with PAO support will monitor program execution and report periodically to the IAB.

d. **Resources Reprogramming Decisions.**

(1) Under-executed programs will be the primary internal source of funds for reprogramming.

(2) The BM with input from the Comptroller and PMs will approve CNFJ level, routine, non-controversial reprogramming decisions.

(3) The CoS, with RMB input, will approve CNFJ level, non-routine, and controversial reprogramming decisions.

e. UNFUNDED REQUIREMENTS DECISIONS:

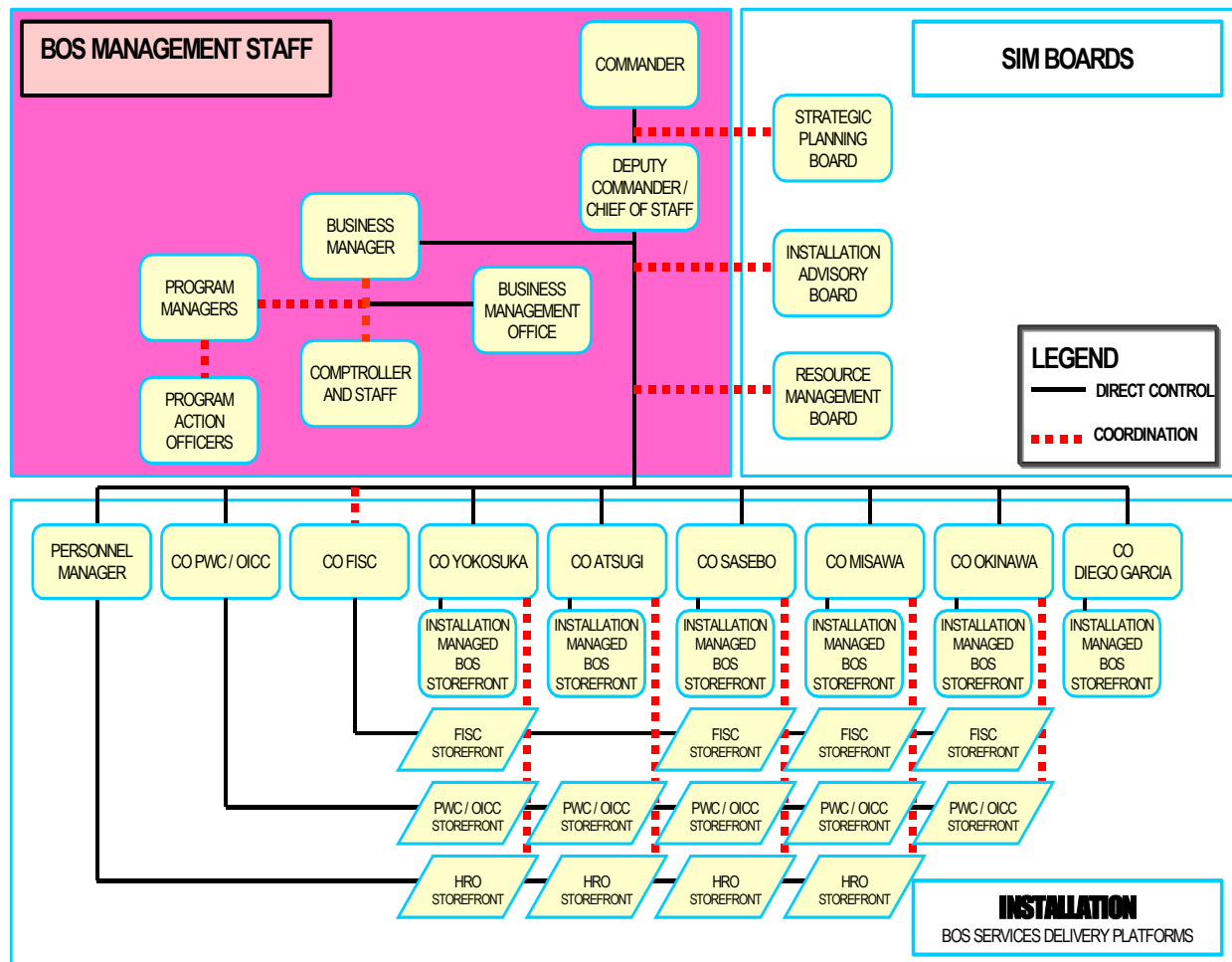
(1) The CoS, with RMB input, will prioritize the unfunded requirements list based on installation CO and PM priorities.

(2) The CoS, with RMB input, will approve funding for unfunded requirements as resources become available.

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CHAPTER 4. CNFJ SIM STAFF COMPONENTS

1. **COMMANDER.** The Commander is the line commander responsible for providing all BOS support within the AOR, figure 7.

CNFJ BOS Services Delivery System**FIGURE 7.**

The Commander is accountable to CINCPACFLT for management of assigned BOS resources and for providing SIM and BOS services to PACFLT operational units, shore activities and other authorized organizations and qualified personnel within the AOR.

a. **Primary duties of the Commander:**

(1) Serves as ISCC for the six installation Commanding Officers (COs) in the AOR. The Commander provides oversight of BOS

services delivered to all customers at CFAY, CFAS, CFAO, NAFA, NAFM and NSFDDG. The Commander ensures each Installation CO has the authority and resources to execute the BOS service delivery mission.

(2) Provides strategic vision for SIM and the BOS mission. The Commander provides an over-arching vision of leadership, defining areas of special importance, goals, values, guiding principles, and measures of success.

(3) Establishes BOS management policy for the AOR. The Commander relies on the IAB, the CoS, and BM for policy advice and recommendations.

(4) Serves as responsible and accountable officer for all BOS resources. The Commander provides oversight of resources (manpower, material, and money) associated with BOS programs in the AOR. Resources include: direct and reimbursable funds; military personnel billets; United States Civil Service (USCS) workforce positions; and Host Nation Support (HNS). HNS includes: use of facilities for the U.S. Navy, both in Japan and BIOT; Japan workforce positions; Japan Facilities Improvement Program (JFIP); and Japan Utilities Cost Sharing (JUCS) support.

(5) Acts as advocate to CINCPACFLT for CNFJ BOS resources. Articulates issues of concern related to BOS management directly to CINCPACFLT and Staff. Represents the Naval Forces Japan at fleet and Commander Conferences.

(6) Chairs the Strategic Planning Board (SPB). The Commander oversees the annual SPB.

2. DEPUTY COMMANDER/CHIEF OF STAFF (CoS). The CoS is the senior CNFJ staff officer and principle advisor to the Commander for BOS management issues. The CoS is the senior staff officer providing day-to-day BOS management for the Region.

a. CoS Duties.

(1) Controls the BOS management process. The CoS interprets and implements BOS management policy set by the Commander.

(2) Manages the BOS service delivery system. The CoS provides day-to-day BOS management and deals with emergent challenges. The CoS makes the final resource decisions in the AOR, allocates an operating budget for each Installation by BOS program,

and monitors Installation level execution. The CoS directs the implementation of resource management decisions.

(3) Recommends BOS program policy to the Commander. Uses inputs from the BM, Comptroller, PMs, and Installation COs to develop policy recommendations for efficient and effective BOS program management throughout the AOR.

(4) Chairs the IAB. The CoS leads the IAB, composed of senior staff and Installation COs, to consider all aspects of the BOS service delivery system. The IAB makes major operational level resource management decisions and acts as a key advisor to the Commander.

(5) Chairs the RMB composed of senior staff, including the BM, the Comptroller, and the PMs. The RMB makes key tactical level resource management decisions in the operation of the BOS service delivery system.

3. **BUSINESS MANAGER (BM)**. The BM is a senior business professional and key advisor to the Commander and CoS on business management issues. The BM is a senior civilian (GS-15) reporting directly to the CoS. The BM leads and supervises the BMO, functions as a full time advocate for SIM and BOS service delivery effectiveness and efficiency. The BM brings extensive business management experience to complement the operational military experience of the senior line officers on the staff.

a. **BM Duties.**

(1) Develops and maintains key business management processes such as position management, baseline assessment memorandums (BAMs), reengineering, program analysis, and unfunded requirements. The BM takes the lead on developing and maintaining key business practices used to operate the regional BOS service delivery system.

(2) The BM monitors business management operations and identifies process issues or problems for resolution.

(3) The BM will update this desk guide, as required, to accurately reflect change in policy, process, or emphasis.

(4) Facilitates the strategic planning process. The BM schedules and organizes strategic planning sessions, and works closely with the Commander to ensure a clear strategic vision is developed and communicated to the Region.

(5) Encourages reengineering initiatives. The BM is the driving force to seek out and implement reengineering opportunities. The BM actively encourages PMs, PAOs and Installation COs to identify reengineering opportunities. The BM will take the lead in analysis and recommendation development.

(6) Analyzes BOS service delivery performance. The BM promotes the use of metrics and data as the basis for resource decisions. The BM manages a method of collecting, analyzing, and reporting regional program performance in terms of effectiveness (quality) and efficiency (cost). The BM works with PMs and PAOs to establish a system to measure sub-program performance, a process to collect performance data on a periodic basis, and a method to compare actual performance results against expected results. The BM provides this analysis to the IAB and makes recommendations to address performance problem areas.

(7) Develops the CNFJ business plan. The BM leads the development of a comprehensive annual business plan.

(8) Promotes communication and awareness of BOS initiatives. The BM actively promotes communication on regional initiatives to all personnel involved in the BOS service delivery system. The purpose is to convey the strategic vision, keep people informed, promote teamwork, and solicit new ideas. The BM will work with Public Affairs to get the word out. The BM is also responsible for managing the content of the BMO portion of the Region's web and the Enterprise Knowledge Management/Business Management Activities Collaboration (eKM) sites.

(9) Maintains oversight of the SPB, IAB, and RMB. The BM is the "action officer" enabling these three executive boards to effectively operate. Working with CoS guidance, the BM schedules board meetings, sets the agenda, and facilitates the board meetings. The BM produces executive minutes of the board meetings, tracks assigned action items and provides status at follow-on board meetings.

4. **BUSINESS MANAGEMENT OFFICE (BMO)**. The BMO serves as the enabling staff of the BM. The BMO provides business management and analysis support to all components of the BOS services delivery system. The BMO operates with a staff of analysts providing core support to the BM. The BMO is a facilitating capability and must draw upon external resources for effective operations. The primary focus of the BMO is to lead studies. The BMO will request participation and expertise from all involved or impacted components. The BMO will

perform analysis in-house or engage other related sources, as well as at PWC and FISC when appropriate. Some issues may require external consultant support.

a. **BMO Duties.** The principle duties of the BMO are to support and enable the BM in the performance of his duties described above.

5. **PROGRAM MANAGER (PM)**. The PM is a senior CNFJ staff officer (O6) or senior civilian (GS-15) assigned BOS program management responsibilities. The PM provides financial management and executive oversight of one the six major functional programs of the service delivery system. The PM is the primary point of contact for the Installation CO on BOS program related issues. The PM is a member of the SPB, IAB, and the RMB. The PM has a PAO assigned for each sub-program. The PM receives staff support from the BMO and the Comptroller staff. PMs receive administrative support from CNFJ staff department administrative personnel. The goal is to execute the program management function with the absolute minimum overhead.

a. **PM Duties.**

(1) Coordinates and oversees related sub-programs. The PM provides executive level oversight, coordination, and consolidation of sub-program related issues. The PM provides BOS management guidance to PAOs to ensure consistent understanding and compliance with BOS management policy. The PM manages through both direct line control and indirect coordination (additional duty) relationships with assigned PAOs.

(2) Identifies reengineering opportunities. The PM is positioned to identify reengineering opportunities from the program perspective. The PM encourages PAOs and ISDMs to seek process improvements. The BM and BMO will provide analysis support for attractive reengineering opportunities.

(3) Monitors the program execution plan. The PM, via PAOs, provides oversight on assigned BOS program execution. The PM monitors actual regional program execution against the budgeted program execution plan. When execution deviations occur, the PM investigates the cause and takes corrective action.

(4) Communicates with Installation COs and CINCPACFLT program managers. The PM must communicate with the Installation CO to identify and discuss BOS program issues and with the CINCPACFLT program manager(s) to ensure regional issues and resource priorities are understood and supported.

(5) Analyzes regional program performance. The PM closely monitors regional program performance. PM requests for additional resources must identify and quantify positive impacts on program performance. The PM must be ready to recommend corrective action when program metrics indicate performance problem areas.

(6) Participates as a member of the SPB, IAB, and the RMB. The PM brings the program perspective to BOS management discussions, representing his sub-program issues and needs.

6. PROGRAM ACTION OFFICER (PAO). The PAO is a mid-level staff officer or civilian who performs hands-on BOS program management and oversight for a single BOS sub-program. The PAO is the CNFJ staff subject-matter expert for his respective BOS sub-program. The PAO is assigned one or more regional sub-programs, which collectively cover the entire BOS spectrum. The PAO receives staff support from the BMO and the Comptroller staff. PAOs receive administrative support from CNFJ staff department administrative personnel. The PAO responsibilities can be assigned as a collateral duty.

a. PAO Duties.

(1) Communicates with ISDMs. An important function of the PAO is to develop a close working relationship with each ISDM executing Installation service delivery in the sub-program. The PAO should establish an effective rapport with Installation-level managers.

(2) Communicates with Comptroller staff. The PAO works closely with the Comptroller staff to perform many BOS management processes, including POM issue development, budget development, execution oversight, unfunded requirement support, and reprogramming support. The Comptroller's program management support office (PMSO) assigns a budget analyst to each sub-program.

(3) Communicates with CINCPACFLT program action officers. The PAO interfaces with the CINCPACFLT program action officers on a regular basis to ensure issues and resource priorities are understood and supported.

(4) Tracks and reports sub-program performance. The PAO is responsible for monitoring the sub-program performance, both from the effectiveness (quality) and efficiency (cost) perspective. PAO requests for additional resources must identify and quantify positive impacts on sub-program performance.

(5) Identifies sub-program reengineering opportunities. The PAO is positioned to identify reengineering opportunities from the sub-program perspective. The PAO can share effectiveness and efficiency "success stories" from other Installations. The BM will provide analysis support for reengineering opportunities.

(6) Assists in development of a sub-program resource allocation plan. Upon receipt of a budget control from the Comptroller, the PAO assists in the development of a sub-program allocation plan that works within available resources. Program requirements, which cannot be supported within available resources, should be identified as unfunded requirements.

7. **COMPTROLLER.** The Comptroller is a senior financial officer (05) on the CNFJ staff. He is the principle advisor to the Commander, CoS, BM, and PMs on fiscal policy and BOS financial management issues in the AOR. The Comptroller executes budget authority (BA) for the Commander. The Comptroller ensures compliance with Navy Comptroller financial, budgetary, and accounting policy and practices. The Comptroller office is a centralized comptroller capability for the AOR. The Comptroller leads a financial staff that performs three broad financial-management functions; budgeting, accounting, and financial analysis:

a. **COMPTROLLER Duties.** The principal duties of the Comptroller are:

(1) Executes the CNFJ financial management system. The Comptroller operates a centralized regional financial management system. Budget Authority resides at the CNFJ Comptroller level and is not delegated to the Installations. Resources are provided to the Installations in the form of an operating target (OPTAR). OPTARs are "fenced" by sub-program. Funds administration (FA) oversight is also centrally managed by the CNFJ Comptroller staff. The CNFJ financial management system has a comptroller link at each Installation headed by a Installation Financial Advisor (IFA).

(2) Communicates with CINPACFLT financial managers. The Comptroller interfaces frequently with CINCPACFLT financial managers, both in the SIM (N46) and Fleet Comptroller (N80) areas. The Comptroller articulates CNFJ resource requirements to the Fleet Comptroller's staff.

(3) Supports Installation COs and IFAs. The CNFJ Comptroller supports the resource needs of the Installations. The primary point of contact is the IFA, who directly supports the Installation CO. The Comptroller should establish a rapport with

Installation financial personnel and keep abreast of Installation resource requirements.

(4) Supports the PMs/PAOs. The CNFJ BOS management system requires continual interaction between the Comptroller and the PMs/PAOs. The Comptroller provides financial staff support. The primary POC for program support comes through the PMSO of the Comptroller staff.

(5) Manages the budget process. The Comptroller controls the budget process and ensures the budget is submitted in accordance with major claimant's guidance.

(6) Distributes and accounts for program financial resources. The Comptroller is responsible for distributing and accounting for all BOS resources assigned to the CNFJ. The Comptroller provides and maintains, open communications on where resources are assigned, what resources are consumed, and what resources remain unexecuted. The Comptroller provides accurate, comprehensive, and accessible information on all types of approved manpower and current manning. The Comptroller will maintain current resource status information on CNFJ's web site and eKM, which is accessible to all PM's, PAO's and ISDM'S.

(7) Identifies reengineering opportunities. The Comptroller is positioned to identify reengineering opportunities from the financial manager perspective. The Comptroller encourages Installation financial advisors to seek process improvements. The BM and BMO will provide analysis support for attractive reengineering opportunities.

(8) Participates as a member of the SPB, the IAB, and the RMB. The Comptroller brings the CNFJ financial management perspective to BOS management discussions, representing all "competing" resource issues and needs.

CHAPTER 5. INSTALLATION COMPONENTS

1. **INSTALLATION COMMANDING OFFICER (CO)**. The installation CO has direct line authority from the Commander to make execution decisions consistent with established regional policy as noted in figure 8.

CNFJ BOS Services Delivery System

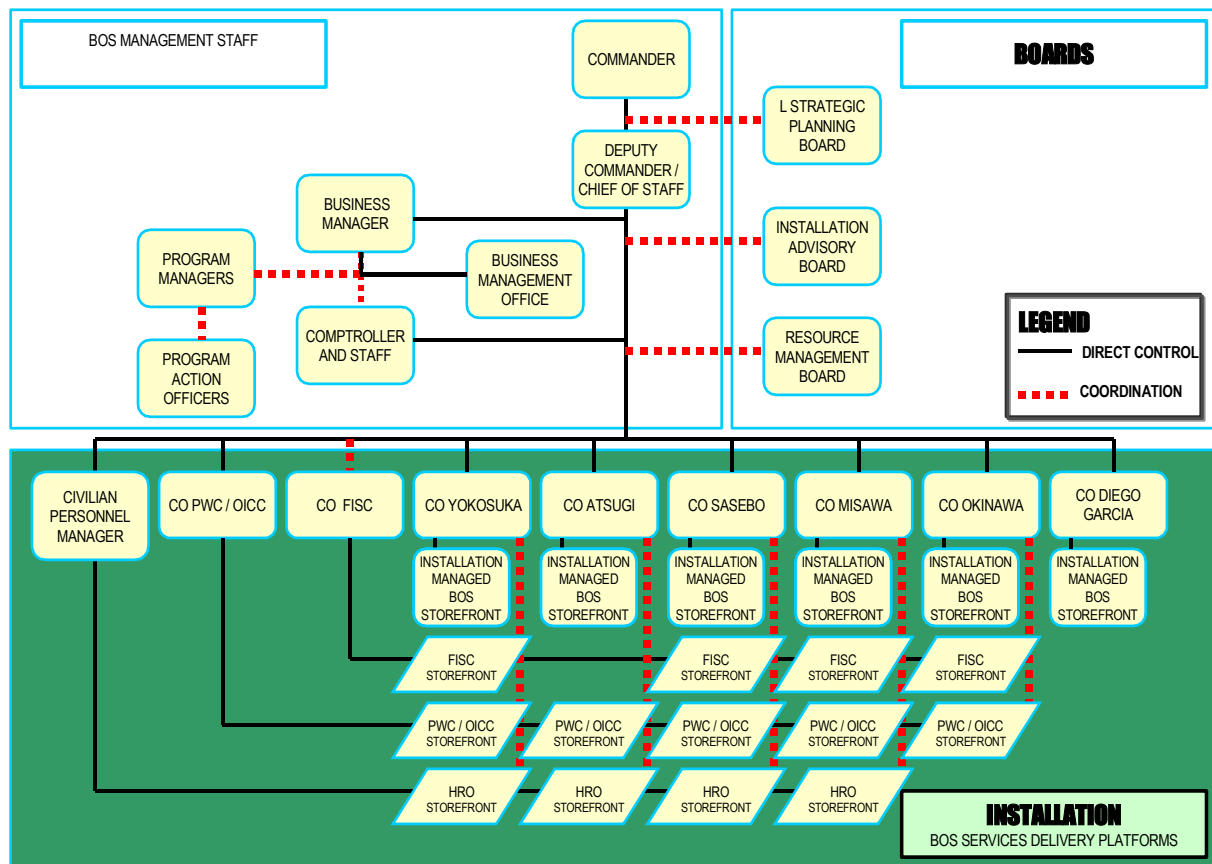


FIGURE 8.

The Installation CO is responsible and accountable by law to the Commander for mission accomplishment, security, and good order and discipline of personnel under his command. The installation CO has line responsibility to the Commander for the execution of effective and efficient BOS service delivery within their respective AOR.

a. **Installation CO duties.** The principal SIM duties of the installation CO:

(1) Serves as Commander. The installation CO is responsible for SIM within his designated area of responsibility. The CO delivers the full spectrum of BOS services to customers, including operational units of Seventh Fleet, specialized mission tenant commands, other installation tenants, military personnel, their families, and other installation residents. The CO manages all class 1 property (land) and class 2 property (facilities, structures, improvements) assigned by the CNFJ. The CO will

allocate class 2 property resources across functions and tenants. The exception in the AOR is BUMED property.

(2) Executes installation mission, functions, and tasks (MFT). The CO is responsible to carry out the duties defined in the SORM. A primary component of the command MFT is the delivery of BOS services in support of operational units and support functions. This mission is accomplished by delivering service through installation, CNFJ, or private sources. CNFJ provides resources (funding, personnel, guidance) to enable installation-level execution.

(3) Identifies and prioritizes BOS program requirements. The CO identifies the resources required to carry out the BOS mission. The CO relies on installation-level program or functional managers (ISDMs) to develop local requirements. PAOs will assist Installation personnel in defining program requirements. The installation CO ensures each program develops an execution plan maximizing resources. The CO should ensure unfunded requirements are documented and should initiate a Program Objective Memorandum (POM) issue for new and projected requirements.

(4) Manages execution of installation program services delivery. The CO manages BOS operations and execution with available resources. The installation CO has the authority to adjust the installation level execution plans to meet real world requirements. The CO should consider all reprogramming options before altering local execution plans. Communication between the installation and the CNFJ is critical to ensure the best overall funding solution.

(5) Participates as member of SPB and IAB. The CO is a key member of these two executive boards. The CO brings the installation-level perspective where the real challenge of BOS service delivery is met every day. The CO represents his customers in the discussions.

2. **INSTALLATION SERVICE DELIVERY MANAGER (ISDM)**. The ISDM is the term used for the installation-level personnel responsible for providing a specific set of BOS support services to the customer. The ISDM is the installation CO's technical advisor and Installation-level program manager for assigned BOS functions or services. There are two types of ISDMs, installation-managed and area service commands. The ISDM has line responsibility to the installation CO.

a. **ISDM Duties.**

(1) Cognizant of customer requirements. As the installation technical expert in an assigned BOS function, the ISDM translates customer needs into program requirements. To be effective, the ISDM must establish communications with the customer installation and understand customer operations.

(2) Identify Installation program requirements. By understanding the customer operations and support requirements, the ISDM translates these into program requirements. The ISDM should develop a concept of operations for service delivery and establish an installation line resource requirement, including funding and staffing components.

(3) Develop program execution plan. The ISDM will receive budget controls from the IFA. The ISDM must develop an execution plan to effectively execute the concept of operations with the assets provided. The ISDM may have to adapt the concept of operations subject to available resources. Program requirements in excess of available resources should be identified as unfunded requirements.

(4) Executes installation program service delivery. The ISDM uses the execution plan to apply resources to generate and deliver service to the customers.

(5) Anticipates new requirements. The ISDM is in a position with the customer to anticipate new support requirements due to mission change or other variables. For significant new requirements beyond the budget year, the ISDM should initiate a POM issue. For short-term new requirements, he should initiate an unfunded requirement request.

(6) Report installation program performance. The ISDM is located at the point of service delivery and is ideally situated to monitor service performance, both from the customer perspective (quality) and the program perspective (cost). The ISDMs will track and report installation program performance data as required/directed.

(7) Identify reengineering opportunities. The ISDM is the most knowledgeable and the best positioned to identify reengineering opportunities in service delivery work processes. The ISDMs are encouraged to seek break-through process improvements. The BM and BMO will provide analysis support for attractive reengineering opportunities.

3. **INSTALLATION FINANCIAL ADVISOR (IFA)**. The IFA is an installation-level component of the CNFJ Comptroller function and

provides the installation CO with day-to-day financial and resource management support. The IFA is a mid-level position (officer O3/04 or civilian GS-12/13) directly supporting the CO. The IFA has a small staff to execute Installation-level financial management functions. BOS program resources are delivered to the Installation by Operating Target (OPTAR) "fenced" by sub-program.

a. Installation financial advisor duties.

(1) Support the CO. Provide day-to-day support in all matters related to financial and resource management. Maintain a close working relationship with Installation BOS service providers and the CNFJ Comptroller staff. The IFA should keep the Installation CO informed of any issues or problem areas and provide potential solutions to address these issues.

(2) Support the ISDM. The IFA provides financial management system support and maintains a close working relationship with ISDMs. The IFA has the installation perspective and should facilitate cross-program discussion and problem solving. The IFA should act as an advocate for the CO for resources required to accomplish the installation BOS mission. He facilitates budget exhibit preparation at the Installation level.

(3) Facilitates installation participation in the regional financial management system operations. The IFA is the local expert on the many processes used to obtain and manage installation-level BOS resources, including the POM process, business plan development, budget development, unfunded evaluation, and reprogramming.

(4) Communicates with CNFJ Comptroller. The IFA must be fully engaged with the Comptroller staff. The IFA operates as an integrated, forward-deployed component of the Comptroller. The IFA should be a strong advocate for the installation financial and resource requirements.

(5) Identify reengineering opportunities. The IFA is positioned to identify reengineering opportunities from the installation financial management perspective, especially when looking across installation programs. The IFA's are encouraged to seek break-through process improvements. The IFA should encourage creative thinking by ISDMs in search of break-through process improvements. The BM and BMO can provide analysis support for attractive reengineering opportunities.

4. INSTALLATION MANPOWER MANAGER (IMM). The Installation Manpower Manager provides expertise to the installation CO on manpower and

manning issues for all personnel performing BOS functions. The IMM is usually a mid-level civilian (GS-12/13) position on the Installation staff with extensive experience in manpower issues and broad understanding of the installation mission and operations.

a. Installation manpower manager duties.

(1) Support the CO. Provide day-to-day support to CO in all matters related to manpower and manning. Provide technical advice and recommendations for achieving maximum effectiveness using available resources. The installation manpower manager should look across installation functions to identify efficiency opportunities and identify and solve manning challenges.

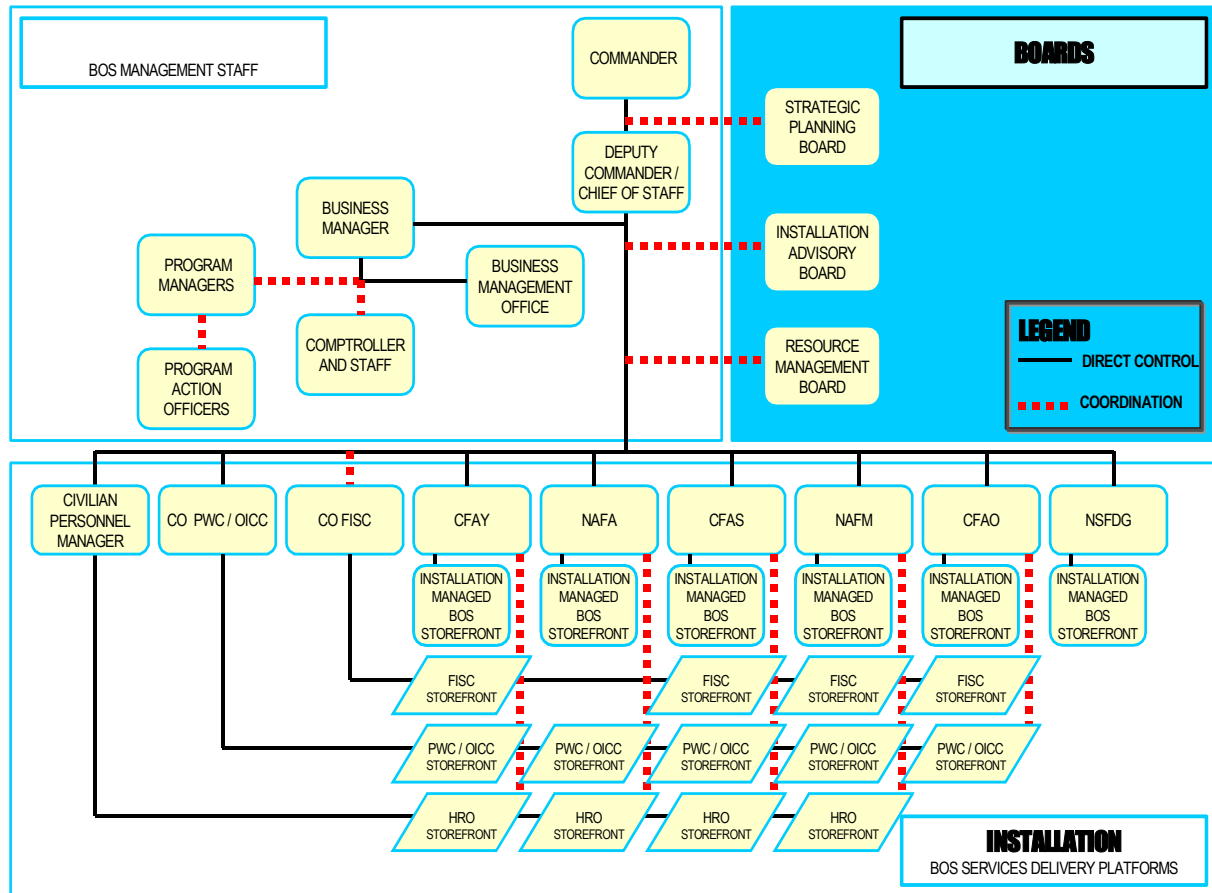
(2) Communicate with the BMO Manpower Analyst and local manpower and manning specialists. Establish a close working relationship with both BMO and local offices involved in providing personnel support services, including the Human Resources Office (HRO), Foreign Labor Office (FLO), the CNFJ Manpower Officer (N1), the Personnel Support Activity (PSA) and local Personnel Support Detachments (PSD). The Installation manpower manager should not duplicate the mission of these support organizations, but rather draw needed manpower and manning expertise and information.

(3) Working in close coordination with the BMO Manpower Analyst the IMM will provide position management analysis in support of efficiency initiatives. The IMM is well positioned to analyze proposed efficiency or reengineering initiatives from the position management perspective.

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CHAPTER 6. CNFJ SIM BOARDS

1. **STRATEGIC PLANNING BOARD (SPB)**. The SPB shown in the highlighted portion of figure 9 is designed to assist the Commander to develop a focused strategic vision for execution of the SIM mission.

CNFJ BOS Services Delivery System**FIGURE 9.**

a. **Membership.** The Commander chairs the SPB. Members include the CoS, BM, the Comptroller, the Force Master Chief, Installation COs, and PMs. The Chair can invite ad hoc participation by other interested parties as the agenda warrants.

b. **Schedule and attendance.** The SPB meets annually to refine the strategic vision and to establish the upcoming fiscal year action plan. Members are expected to participate either in person or by video-teleconference.

c. **Meeting support.** The BM will schedule meetings, establish the agenda, provide logistical support, facilitate discussions, and document SPB decisions.

d. **SPB duties.**

(1) The primary function of the SPB is to assist the Commander in defining and articulating the strategic vision. This vision is the guidance for SIM decisions throughout the AOR.

(2) The primary "deliverable" of the SPB is the strategic plan. The plan has a three-year planning horizon that captures the foundation (mission, vision, guiding principles), prioritizes focus areas, and fiscal year action plan.

(3) Produces a fiscal year strategic action plan that identifies a plan of action and milestones (POA&M) to achieve tangible progress in each focus area.

2. **Installation Advisory Board (IAB).** The IAB as shown in the highlighted portion of figure 9 is designed to give the Commander broad-based advice and recommendations on issues related to AOR-wide BOS and SIM. The Commander charts the IAB.

a. **IAB membership.** The Commander chairs the IAB. Members include the CoS, the BM, the Comptroller, the Force Master Chief, Installation COs, and PMs. The Chair can invite ad hoc participation by other interested parties as the agenda warrants.

b. **Meeting schedule and attendance.** The IAB meets once a quarter or as required by the Chair. Members are expected to participate either in person or by video-teleconference.

c. **Meeting support.** The BM will schedule meetings, establish the agenda, provide logistical support, facilitate discussions, and document Strategy Planning Board (SPB) decisions.

d. **IAB duties.**

(1) Monitors performance of BOS operations. The BM schedules and sponsors presentations on various programs and their performance. The presentations are normally presented by PM/PAOs. IAB members can request a BOS related issue be added to the agenda.

(2) Establishes program performance goal based on the strategic plan. The Commander will establish performance goals for

each program for both effectiveness (quality) and efficiency (cost). The IAB will set aggressive goals to improve performance.

(3) Provide executive performance assessment. The IAB will evaluate program performance against program goals. The IAB should examine areas where program performance diverges from established goals as well as where performance significantly exceeds established goals; the latter may provide reengineering opportunities.

(4) Identify systemic issues or problems. After assessment, the IAB identifies program performance issues or concerns for detailed analysis and possible corrective action. Normally the IAB will assign follow-on analysis to the BM.

3. **RESOURCE MANAGEMENT BOARD**. The RMB, shown in the highlighted portion of figure 9, is designed to give the Commander broad-based staff analysis for key BOS resource management decisions. The Commander charts the RMB.

a. **RMB membership.** The Commander chairs the SPB. Members include the CoS, the BM, the Comptroller, the Force Master Chief, Installation COs, and PMs. The Chair can invite ad hoc participation by other interested parties as the agenda warrants.

b. **Meeting schedule and attendance.** The RMB meets once a quarter or as called by the Chair. Members are expected to participate either in person or by video-teleconference.

c. **Meeting support.** The BM will schedule meetings, establish the agenda, provide logistical support, facilitate discussions, and document RMB decisions.

d. **RMB duties.**

(1) Recommends AOR-wide resource allocation. The RMB recommends to the Commander the allocation of BOS resources by program. The RMB is guided by the business plan in making this allocation proposal. The RMB will consider both program and installation priorities in allocation development.

(2) Establishes CNFJ priorities for POM and unfunded requirement requests. The RMB will consider both program and installation concerns in priority development.

(3) Monitors program execution to identify potential execution problems. PMs will be tasked to analyze potential problem

areas and make specific recommendations. Under-executing programs will be targets for internal reprogramming to meet pressing unfunded or emergent BOS program requirements. The RMB will direct reprogramming across installations within one program or across programs as required.

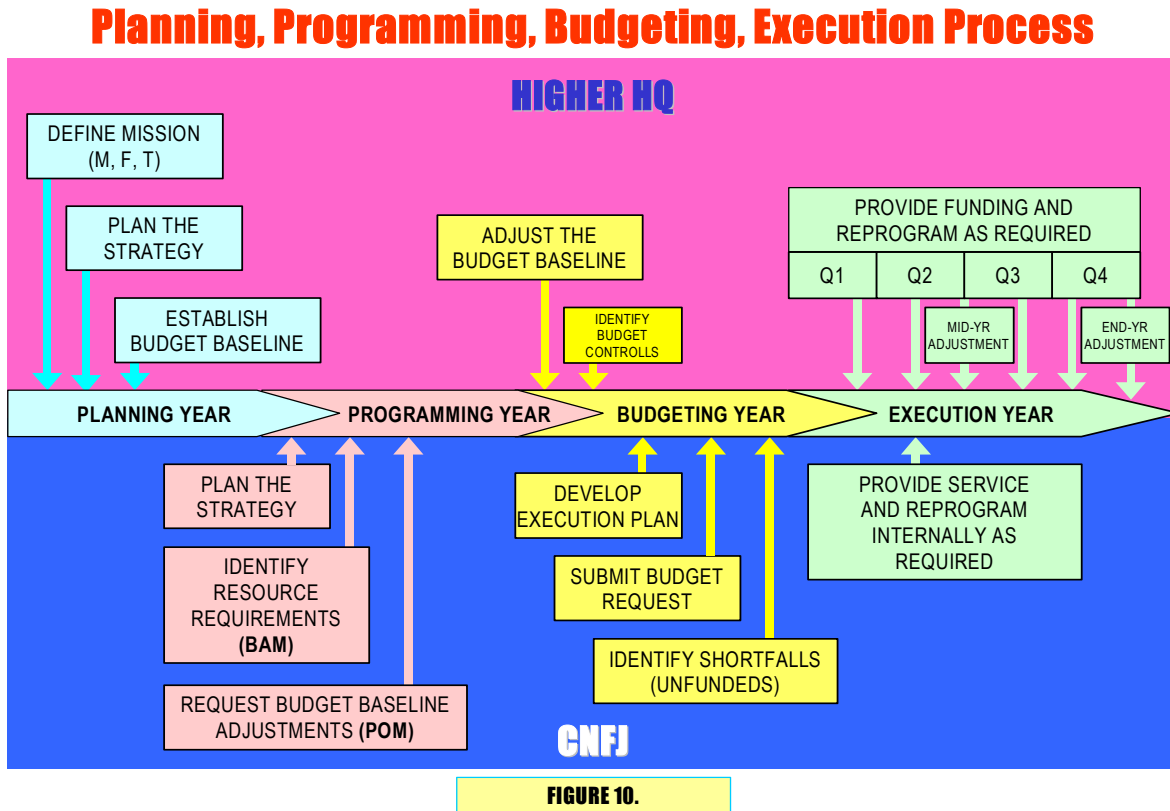
(4) Provides position management (PM) oversight. The RMB is responsible for the allocation of all BOS resources, including personnel positions or billets. RMB will make final decisions on resource distribution, including USCS, MLC, IHA and MPN. The RMB will use the PM process to maintain optimum distribution of personnel resources in the BOS service delivery system.

(5) Address installation CO concerns. The RMB will address BOS-related concerns raised by Installation COs. Installation COs should contact the CoS or BM directly to add an issue to the RMB agenda. The RMB will strive to resolve issues to the CO's satisfaction as quickly as possible.

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CHAPTER 7. MAJOR MANAGEMENT PROCESSES**1. PLANNING, PROGRAMMING, BUDGETING, EXECUTION PROCESS (PPBS).**

Figure 10 details the PPBS process. This is an overview showing how resources are delivered on target to enable local BOS service delivery execution. The figure also shows input and action from higher headquarters (CINCPACFLT, CNO) and CNFJ.



a. **Process map.** The process map is divided into four major process steps. Each step covers one fiscal year.

(1) Planning year. Higher authority determines the mission, functions, and tasking (MFT) and develops a resource strategy within the context of the overall claimancy budget. A historical budget baseline is developed which satisfies the mission requirement. This baseline becomes the starting point for the programming step.

(2) Programming year. CNFJ determines its full resource requirements based on evolving mission and changing operating environment. This analysis becomes the CNFJ's Baseline Assessment Memorandum (BAM). After comparing current program with BAM, CNFJ has an opportunity to identify areas where the existing baseline

budget is insufficient to meet the evolving mission. CNFJ submits a program objective memorandum (POM) to CINCPACFLT seeking new resources to fill this resource void (unfunded's).

(3) Budgeting year. CINCPACFLT may support POM requests as available resources allow. If the POM input is supported, the baseline budget is adjusted to reflect the new resource level. The adjusted resource level is passed back to the Region as a budget "control" amount. CNFJ then develops a regional execution plan using resources identified in the control amount. Based on the execution planning, a budget is developed and submitted. Budget controls may leave some supporting requirements "unfunded" in the budget development process. The most significant of these unfunded requirements are identified to CINCPACFLT so they can be addressed if additional resources become available.

(4) EXECUTION YEAR. CINCPACFLT provides funding in quarterly increments throughout the year, enabling CNFJ to execute the BOS service delivery. CNFJ can reprogram funds within established program limits. CINCPACFLT can also adjust funding during mid-year review and end-of-year review based on need and ability to execute additional program funds.

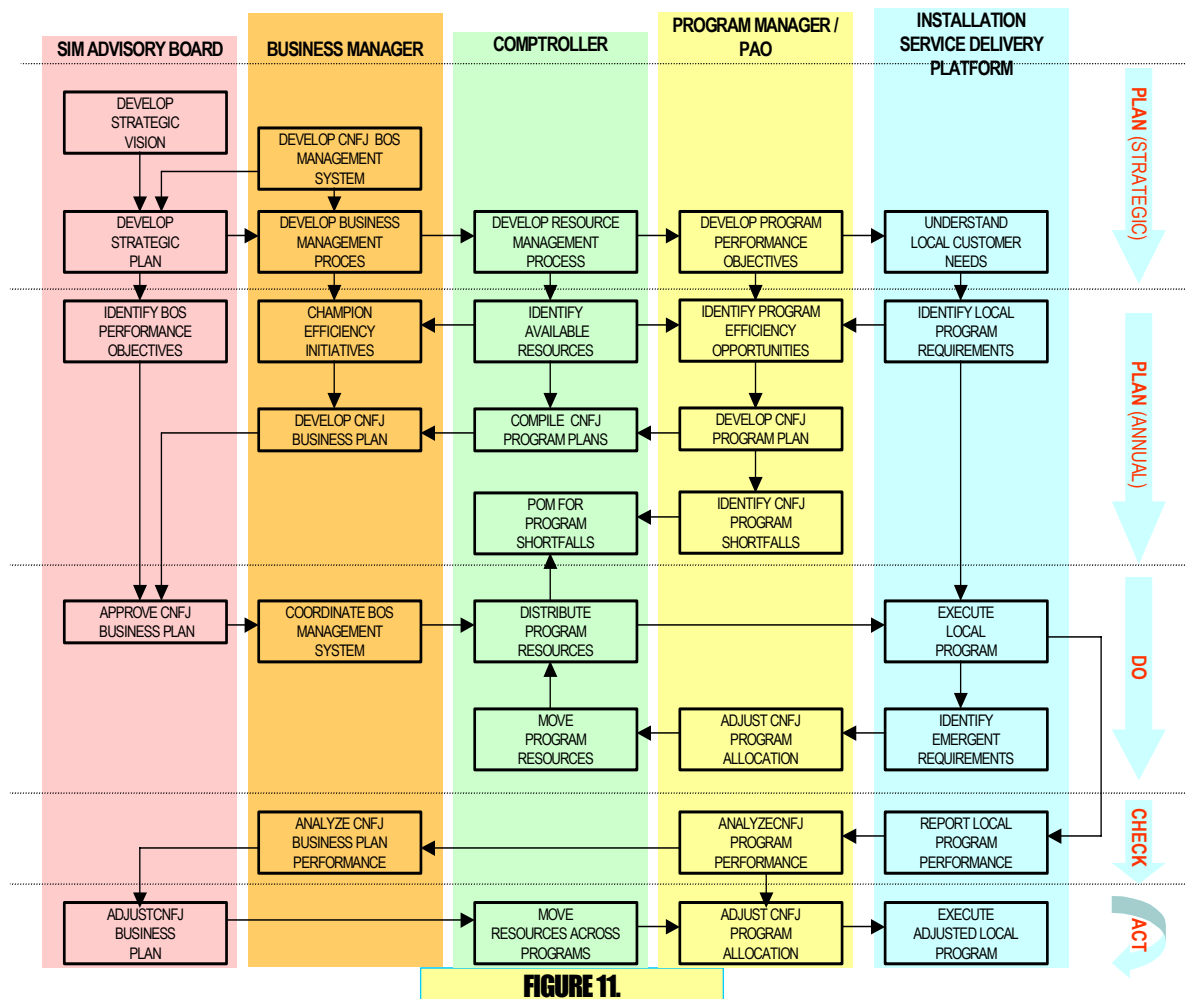
b. **Phases.** Four separate phases of this same process are running concurrently. For example, if today we are executing the FY02 services, we would also be budgeting for FY03, programming for FY04, and planning for FY05 and beyond.

c. **Macro BOS management process (Level I).** The BOS management process map, figure 11, depicts a macro process for the management of BOS service delivery.

(1) The deployment process-mapping format depicts a separate column for each major component that contributes to the process execution. Each box shows a specific action step in the process. Arrows between boxes show input-output sequence and action dependencies. Horizontal arrows indicate a "handoff" between action owners.

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Macro BOS Management Process (Level I)



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CHAPTER 8. OPERATIONAL MANAGEMENT PROCESSES

1. **STRATEGIC PLANNING (RSP) PROCESS.** The strategic planning process is used to develop, refine, implement, and execute the CNFJ's strategic plan, figure 12.

Strategic Planning Process

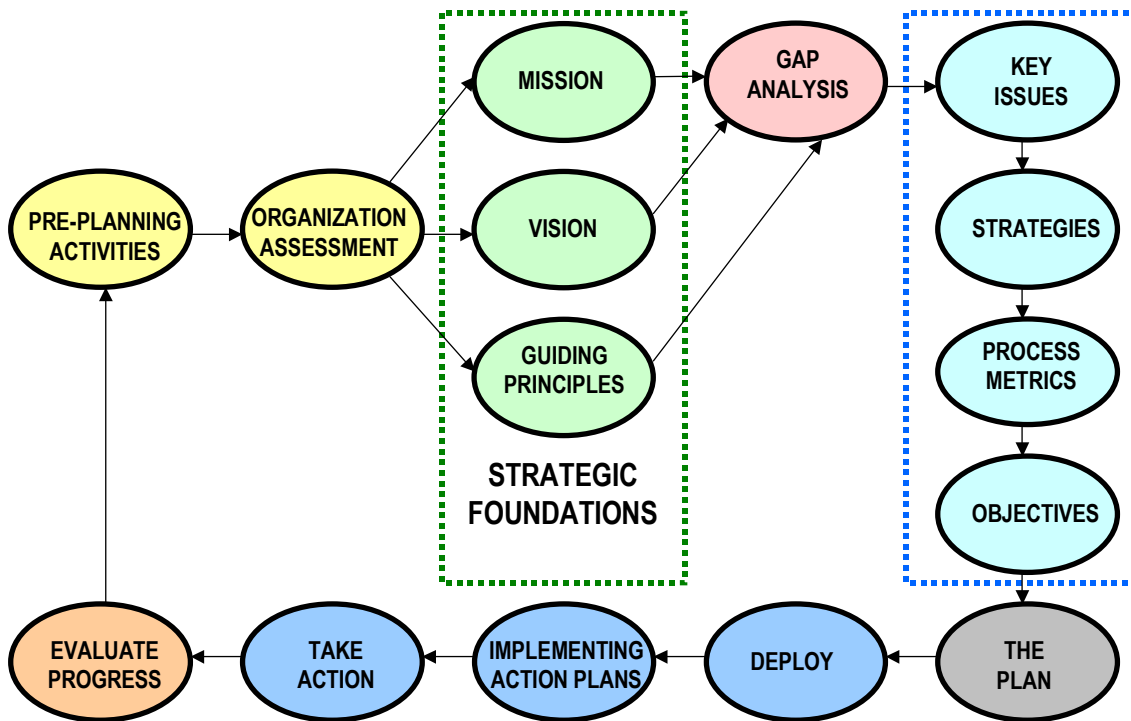


FIGURE 12.

a. **Strategic Plan horizon.** The strategic plan has a three-year horizon with annual (fiscal year) action plans.

b. **Responsibility.** The BM is responsible for the strategic planning process.

c. **Strategic Plan process.** The Strategic Planning process is repeated annually. Preplanning activities are initiated and an organization assessment is conducted. The outputs from the organization assessment become the starting points for the mission, vision, and guiding principles (strategic foundations). A gap analysis is conducted to determine the variances between the "as is" state, and the organizational goals. The findings from the gap analysis become key issues for action. Strategies are developed to

move towards the strategic vision. Process metrics are developed to measure progress. Organization objectives are captured in a plan of action with set milestones.

2. **RESOURCE PLANNING AND PROGRAMMING PROCESS.** Figure 13 shows the resource planning and programming process.

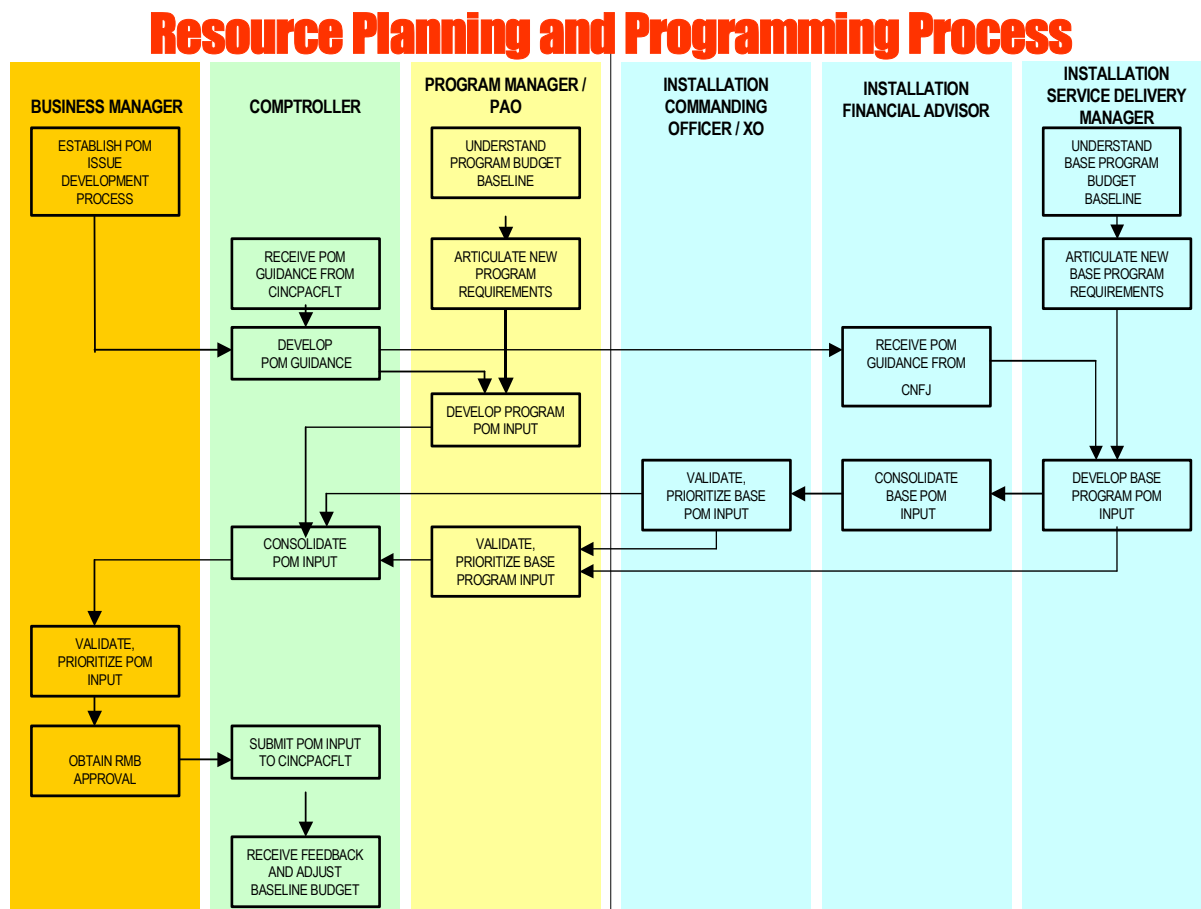


FIGURE 13.

The BM is responsible for this process. It engages both CNFJ staff and installation components as shown by column headings. All SIM personnel must understand the composition of the program budget baseline. The next step in the process is to anticipate new and emergent program requirements and articulate the requirements through the POM process. Using POM guidance received from the CNFJ Comptroller, each PM, with installation-level input, develops POM issues for CNFJ, obtains BM's validation and prioritization, and RMB final approval. The BM submits the Region's prioritized POM input to CINCPACFLT. If a POM issue is funded, the baseline budgets are adjusted accordingly.

3. **BUSINESS PLAN DEVELOPMENT PROCESS**. The process map figure 14 shows the Business Plan development process.

Business Plan Development Process

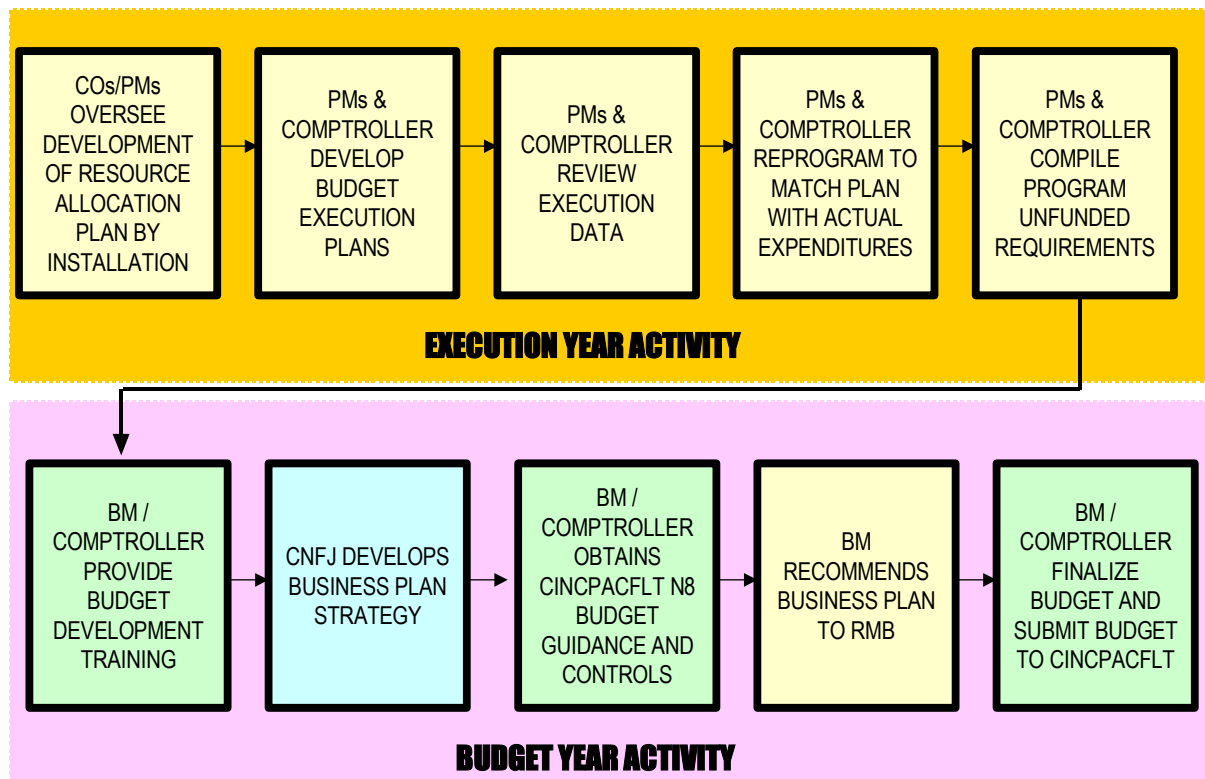
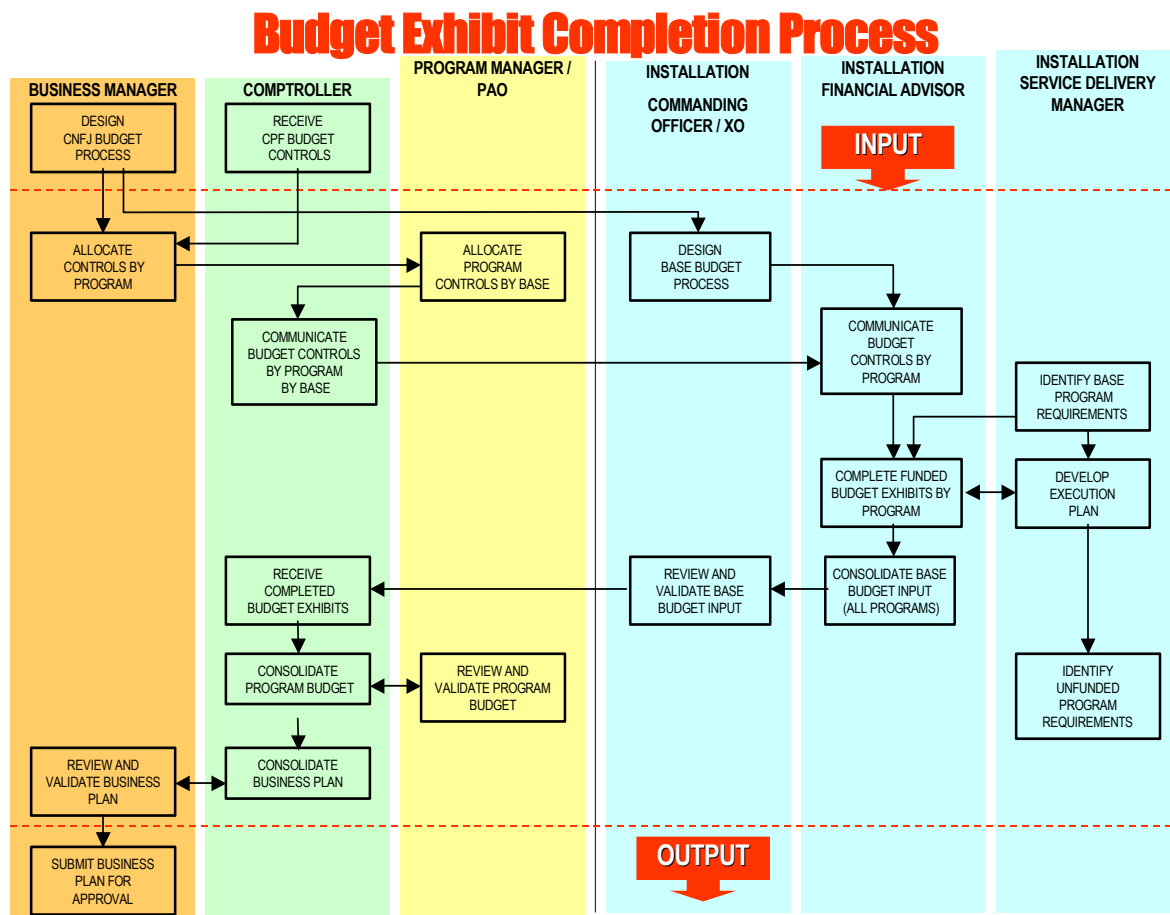


FIGURE 14.

The CNFJ Business Plan for the upcoming fiscal year reflects the strategy for BOS resource application across programs, installations, and special focus areas from the Strategic Plan. The process is shown in two macro steps, execution year activity and budget year activity.

a. **Execution year activity.** During the execution year, PMs and the Comptroller, with PAO and installation program input, work to align budget execution planning with actual budget execution requirements. PMs/PAOs and installations initiate reprogramming actions as necessary to ensure the plan is accurate and the execution rate is on schedule. Under-execution during the execution year is a clear signal that management intervention is necessary. PMs/PAOs and installations COs/FMs should carefully identify and document unfunded program requirements. This effort in the execution year creates an excellent starting point for the development of the upcoming fiscal year business plan.

4. **BUDGET EXHIBIT COMPLETION PROCESS**. The process map, figure 15 shows the steps necessary to complete the budget exhibits for submission to CINCPACFLT.



Budget controls as established by higher authority will be refined by the BM and promulgated by the Comptroller across programs by installation.

40

established by the CO and the PM validates these requirements. These program requirements are then translated into a program execution plan, built to work within the established controls. Unfunded requirements may fall out of the execution plan. These unfunded requirements must be identified and documented.

b. Financial Advisor/Comptroller role. The IFA working with his CO and the Comptroller's staff working with PMs/PAOs will translate the program execution plan data into standardized budget exhibits. These budget exhibits roll up to ultimately become the CNFJ's budget submission to CINCPACFLT and the basis of the business plan.

5. **UNFUNDED REQUIREMENT EVALUATION PROCESS**. The process in figure 16 depicts how unfunded program requirements are identified, documented, and submitted to the CNFJ for evaluation and funding as resources permit.

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graph TD
    subgraph BUSINESS_MANAGER [BUSINESS MANAGER]
        B1[IDENTIFY UNFUNDED OR EMERGENT REQUIREMENTS]
        B2[PRIORITIZE]
        B3[OBTAIN FUNDING APPROVAL]
    end

    subgraph COMPTROLLER [COMPTROLLER]
        C1[RECEIVE, REVIEW, TRACK]
        C2[FUND AND ADVISE ALL CONCERNED]
    end

    subgraph PROGRAM_MANAGER_PAO [PROGRAM MANAGER / PAO]
        P1[IDENTIFY UNFUNDED OR EMERGENT REQUIREMENTS]
        P2[VALIDATE AND PRIORITIZE BY PROGRAM]
    end

    subgraph XO [INSTALLATION COMMANDING OFFICER / XO]
        XO_IN[INPUT]
        XO_RV[REVIEW AND VALIDATE]
    end

    subgraph IFA [INSTALLATION FINANCIAL ADVISOR]
        IFA_AB[ADJUST BUDGET EXECUTION PLAN TO ADDRESS REQUIREMENTS]
        IFA_RV[REVIEW AND VALIDATE]
        IFA_AF[ADJUST FUNDED BUDGET]
    end

    subgraph DELIVERY_SERVICE [DELIVERY SERVICE]
        D1[IDENTIFY UNFUNDED OR EMERGENT REQUIREMENTS]
        D2[ADJUST BUDGET EXECUTION PLAN TO ADDRESS REQUIREMENTS]
        D3[COMPLETE UNFUNDED REQUIREMENT REQUEST FORM]
        D4[ADJUST EXECUTION PLAN]
    end

    B1 --> C1
    P1 --> C1
    C1 --> B2
    C1 --> P2
    C1 --> C2
    P2 --> B2
    B2 --> B3
    B3 --> C2
    C2 --> XO_RV
    XO_IN --> XO_RV
    XO_RV --> IFA_RV
    IFA_RV --> IFA_AB
    IFA_AB --> D2
    D1 --> D2
    D2 --> D3
    D3 --> IFA_RV
    IFA_RV --> IFA_AF
    IFA_AF --> D4
    D2 <--> D4
  
```

FIGURE 16.

c. **Installation perspective.** ISDM's identify unfunded requirements during budget development or when presented with

emergent program requirements. Unfunded requirements must be validated by the installation CO. The CO may defer or satisfy the need by other means. If the requirement is critical the CO or ISDM should consider adjusting the execution plan. Other less pressing items may be deleted from the execution plan with less consequence. If the execution plan cannot be adjusted, the Installation CO must prioritize the unfunded requirement relative to all other Installation unfunded requirements.

d. **CNFJ perspective.** The PM must validate and prioritize all program unfunded requirements. The BM will recommend an AOR-wide priority to the RMB. The RMB will determine which unfunded requests are funded.

e. **Unfunded request evaluation system.** The strength of the written justification often times is the main determining factor as to whether or not a requirement is ultimately funded. The criteria used to evaluate unfunded requirements are shown below (not in priority order):

- (1) Installation Commanding Officer Priority
- (2) Direct Operational Mission Impact
- (3) Current Program Funding Un-executable
- (4) Major Direct QOL Impact
- (5) Short Term Return on Investment
- (6) New, Unfunded Requirement by Higher Authority
- (7) Amount of Request.

6. **BOS RESOURCE REPROGRAMMING PROCESS.** Reprogramming of resources is always required within the budget execution year to maximize and prioritize resources. The CNFJ BOS reprogramming process addresses installation level, regional level, and CINCPACFLT level reprogramming actions and are detailed in figure 18.

CNFJ Resource Reprogramming Process

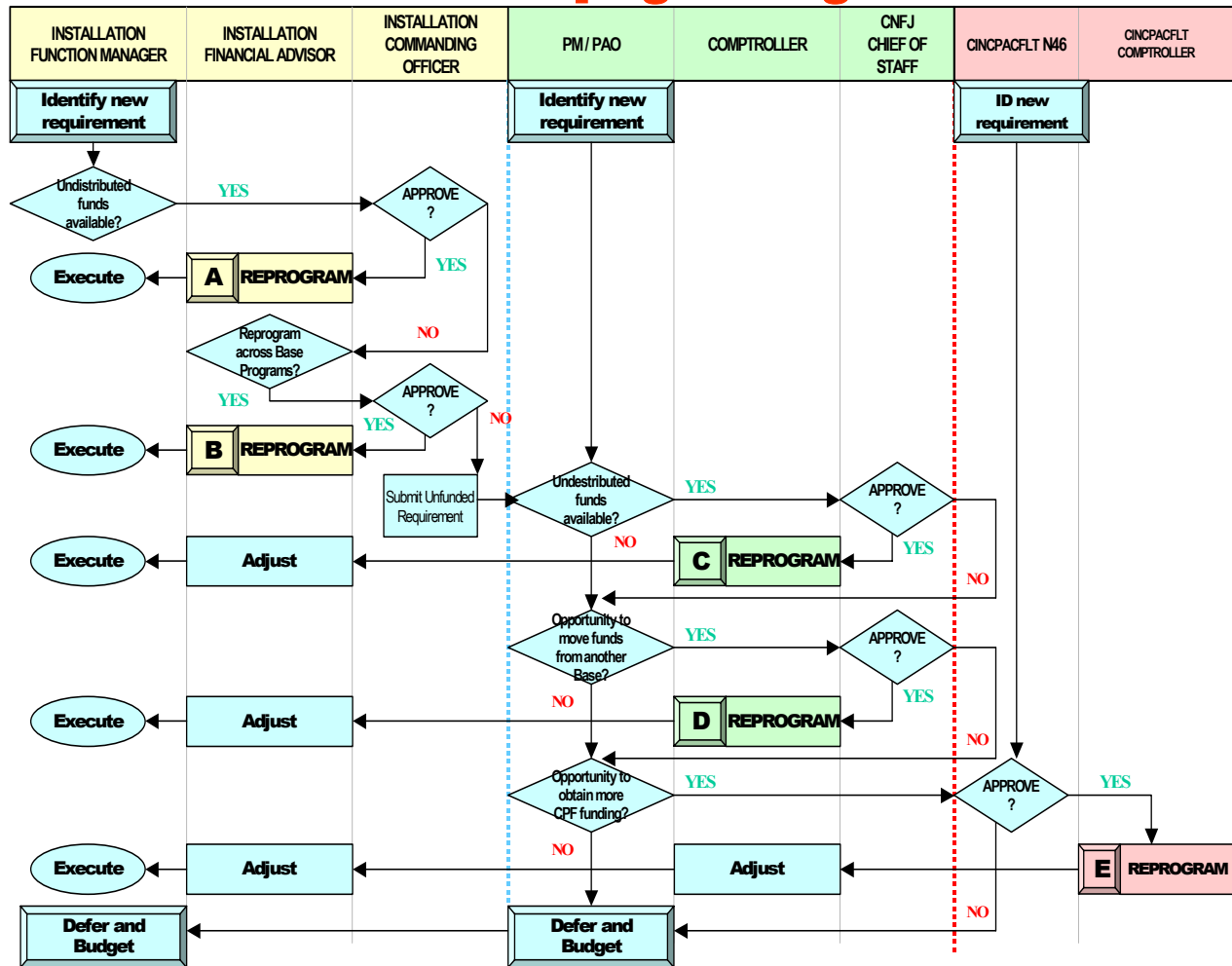


FIGURE 17.

b. **Reprogramming request.** A request to reprogram resources can be initiated from any level within CNFJ. Under-executed programs may be the primary source of funds for reprogramming.

(1) Reprogramming requests will be documented the Reprogramming Template found in the Comptroller's eKM document library.

(2) The Comptroller will track and report status on reprogramming requests.

(3) Installation CO authority. Installation COs manage execution and have the flexibility to initiate local reprogramming

actions across installation programs, within established reprogramming limits and policies set by CINCPACFLT and CNFJ.

(4) PM/Comptroller authority. PMs and the Comptroller may initiate reprogramming actions across installations to address critical regional program needs. Before reprogramming is executed, the PM/Comptroller must coordinate directly with effected installation COs to ensure they understand and can support the proposed reprogramming. Reprogramming issues that cannot be resolved at the PM level shall be elevated to the BM for resolution.

(5) Approval authority. The BM with PAO, PM, and Comptroller input, will approve routine, non-controversial reprogramming decisions. The definition of "routine" decision is all concerned or impacted managers agree with the proposed action. The CoS with RMB input, will approve non-routine reprogramming decisions. Non-routine decisions are required when one or more impacted managers does not concur with proposed action. The RMB will solicit potential impacted installation CO's input before making final decisions.

(6) Typical reprogramming scenarios. Figure 18 provides general guidance for the reprogramming of budgeted resources during an execution year at the Installation, CNFJ, and CINCPACFLT level. The table includes scenario type, number of installations involved, number of sub-programs involved, funding source, reprogramming request requirement, coordination requirement, approval level, and required notification upon request and/or completion of a reprogrammed request. The scenario type corresponds with the region BOS reprogramming process shown in on the blocks identified at A, B, C, D, or E.

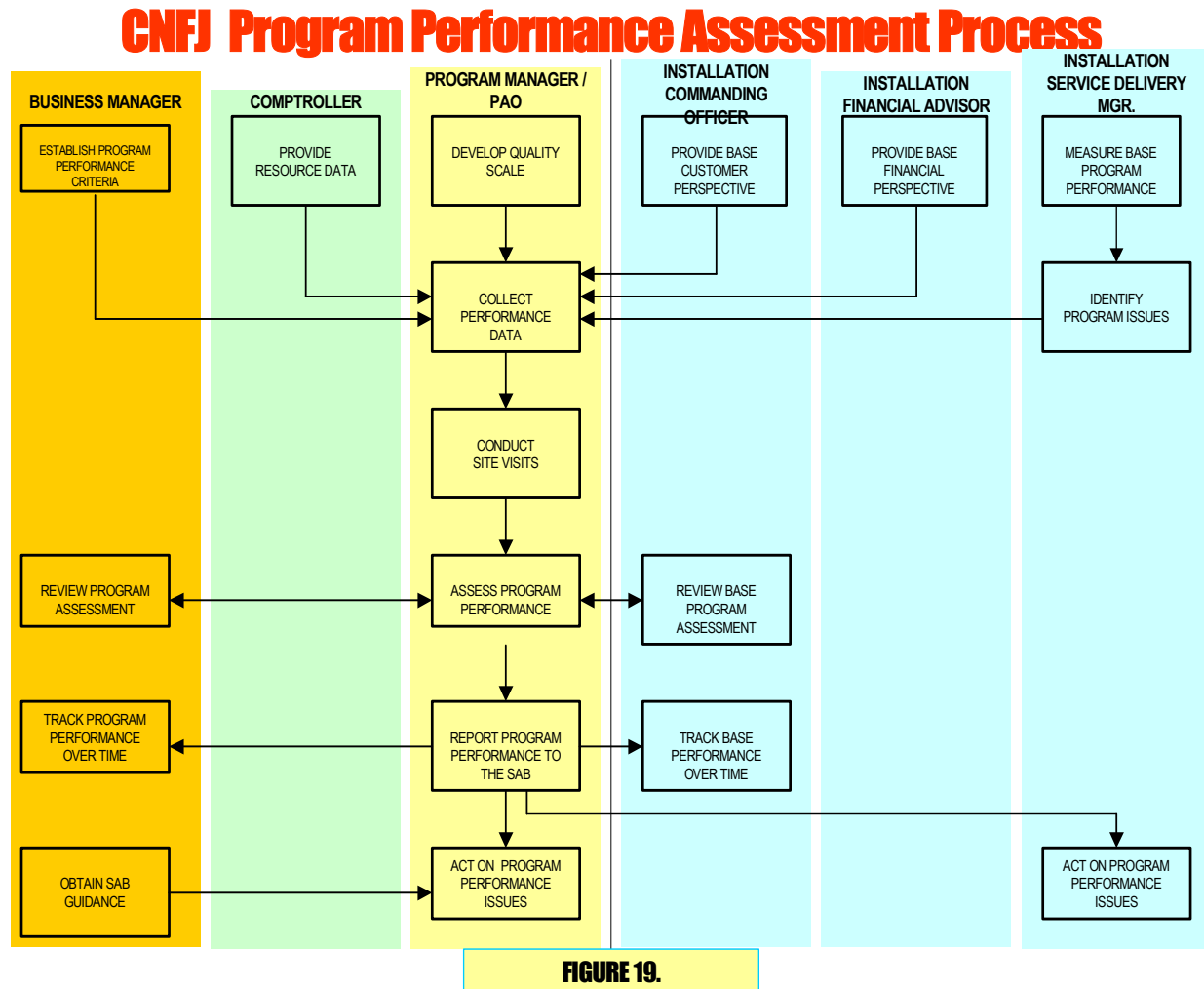
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TYPICAL REPROGRAMMING SCENARIOS

SCENARIO TYPE	NUMBER OF INSTALLATIONS INVOLVED	NUMBER OF SUB-PROGRAMS INVOLVED	FUNDING SOURCE	INITIATED BY:	COORDINATED BY:	APPROVED BY:	INFORMATION PROVIDED TO:
A	One	One	Installation Program	Installation or CNFJ	Installation Financial Advisor, Comptroller	Installation CO	All Concerned
B	One	Two or More	Installation Programs	Installation or CNFJ	IFA, PM, Comptroller	Installation CO	All Concerned
C	One	One	CNFJ Undistributed Funds (if any)	Installation or CNFJ	PM, Comptroller	BM or CNFJ COS	All Concerned
D	Two or More	One, Two, or More	Redistribution from Installation to Installation	Installation or CNFJ	PM / BM, Comptroller	BM or CNFJ COS	All Concerned
E	One	One	Major Claimant Funding	Installation or CNFJ	PM / BM, Comptroller	CINCPACFLT N46/N8	All Concerned

FIGURE 18**This space intentionally left blank**

7. **PROGRAM PERFORMANCE ASSESSMENT PROCESS.** The process map in figure 19 shows how CNFJ continually assesses program performance.



The specific steps are:

a. **Performance metrics.** OPNAV/N46 IPT developed performance factors (metrics) will be used whenever possible to assess overall program performance. If OPNAV/N46 developed metrics are unavailable the BMO will assist the PM, PAO, and ISDM's to develop local metrics.

b. **Performance data collection.** Complete, accurate and timely data must be collected to support the ongoing assessment of program performance by the PM or PAO.

c. **Performance assessment.** The PM and PAO are responsible for the assessment of programs by Installation and collectively for the

CNFJ. There should be an on-going dialog between PMs and installation COs to ensure no "surprises" in performance execution.

d. **Performance reporting.** The PM/PAO will report program performance data to the BMO on a quarterly basis. The BM will report BOS performance to the IAB on a quarterly basis.

e. **Performance briefings.** When scheduled by the BM, the PM/PAO will brief the IAB on program performance using a prescribed briefing template. The template, Fig 20, requires the following information: program definition and scope, major product/service and customers, system to measure program performance (quality scale), current year program execution data, the established program performance goal, current program performance in terms of both effectiveness and efficiency, options to improve program performance, and specific PM/PAO recommendations. The presentation format and areas of emphasis are flexible.

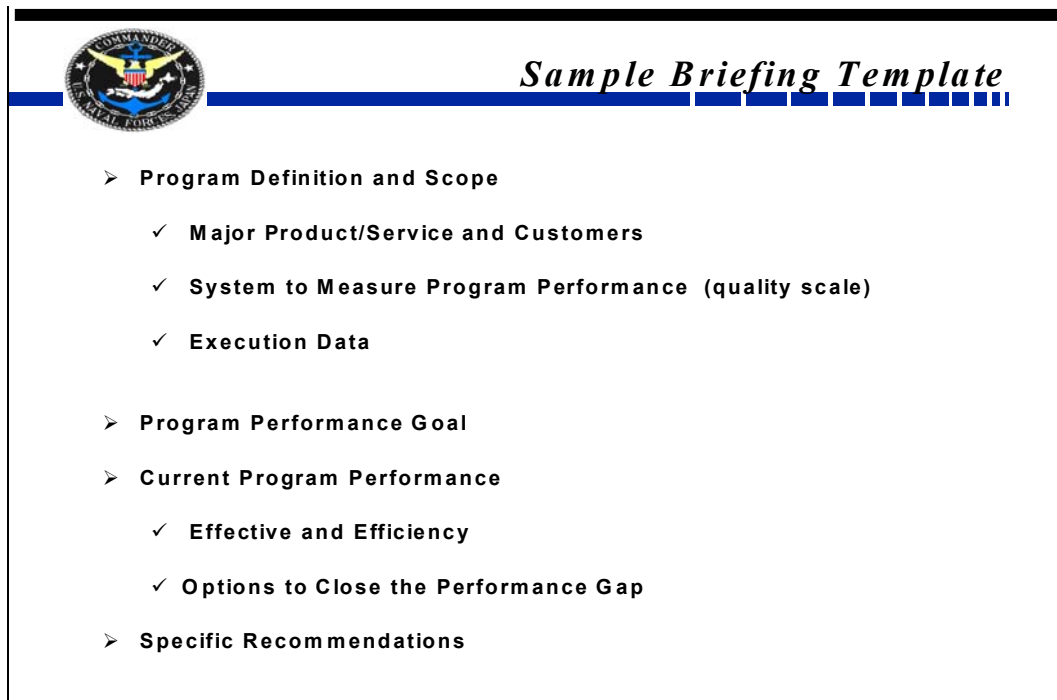


FIGURE 20

f. **Corrective action.** The purpose of monitoring program performance is to focus management attention on areas that vary from performance objectives. All management levels of SIM should aggressively act on Installation service delivery problems.

8. **REENGINEERING OPPORTUNITY ASSESSMENT PROCESS.** The process map, figure 21 shows how a reengineering opportunity is identified,

assessed, and analyzed. This process must be highly visible and energized by CNFJ and Installation leadership if the BOS service delivery system is to function and thrive in a reduced BOS funding environment. The BM is responsible for this process.

CNFJ Reengineering Opportunity Assessment Process

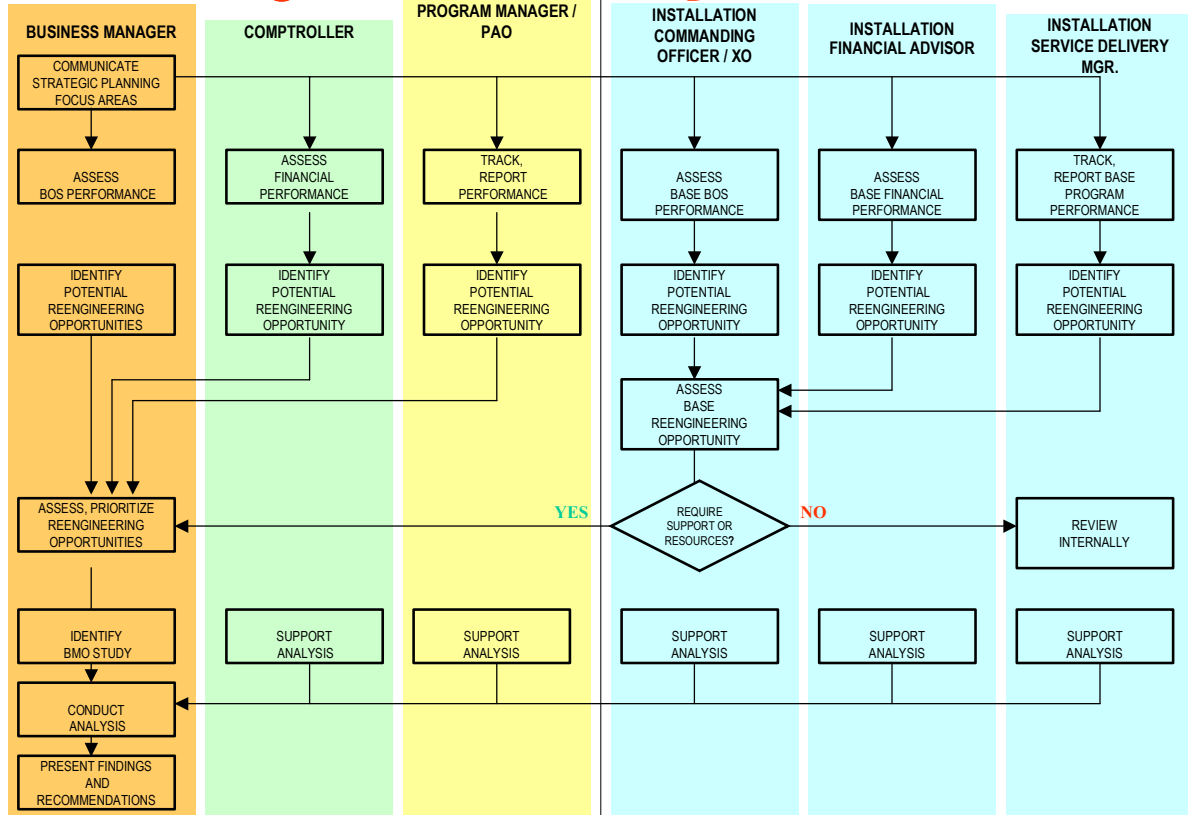


FIGURE 21.

a. **Definition of reengineering.** Reengineering is the fundamental rethinking and radical redesign of business processes to achieve improvements in performance, cost, quality, service, and speed. CNFJ seeks reengineering opportunities to be more effective and efficient in providing better service with available resources.

b. **Reengineering opportunities** exist at all levels and locations within the BOS service delivery System. BOS leaders and managers should encourage everyone to identify reengineering opportunities. Opportunities should be identified through the chain of command or directly to the BM (Code N01BM). Recommendations need only include basic information on scope and location.

c. **Reengineering opportunity assessment.** For internal installation opportunities, the installation CO will assess potential value of proposals. The PM will assess potential value of

a proposed reengineering study that impacts one program supporting more than one installation. The BM will assess potential value of proposals that cross programs. The BMO is a resource to assist program managers to assess reengineering proposals.

d. **Reengineering study priority.** Reengineering studies require significant investment of management time and energy. The BM, with IAB input and direction, will establish the priority and sequence of regional reengineering studies. This priority is based on:

- (1) Opportunity to fix program performance problems;
- (2) Opportunity to save or reinvest BOS resources (funding, positions or billets, host nation support); or
- (3) Opportunity to improve existing program performance.

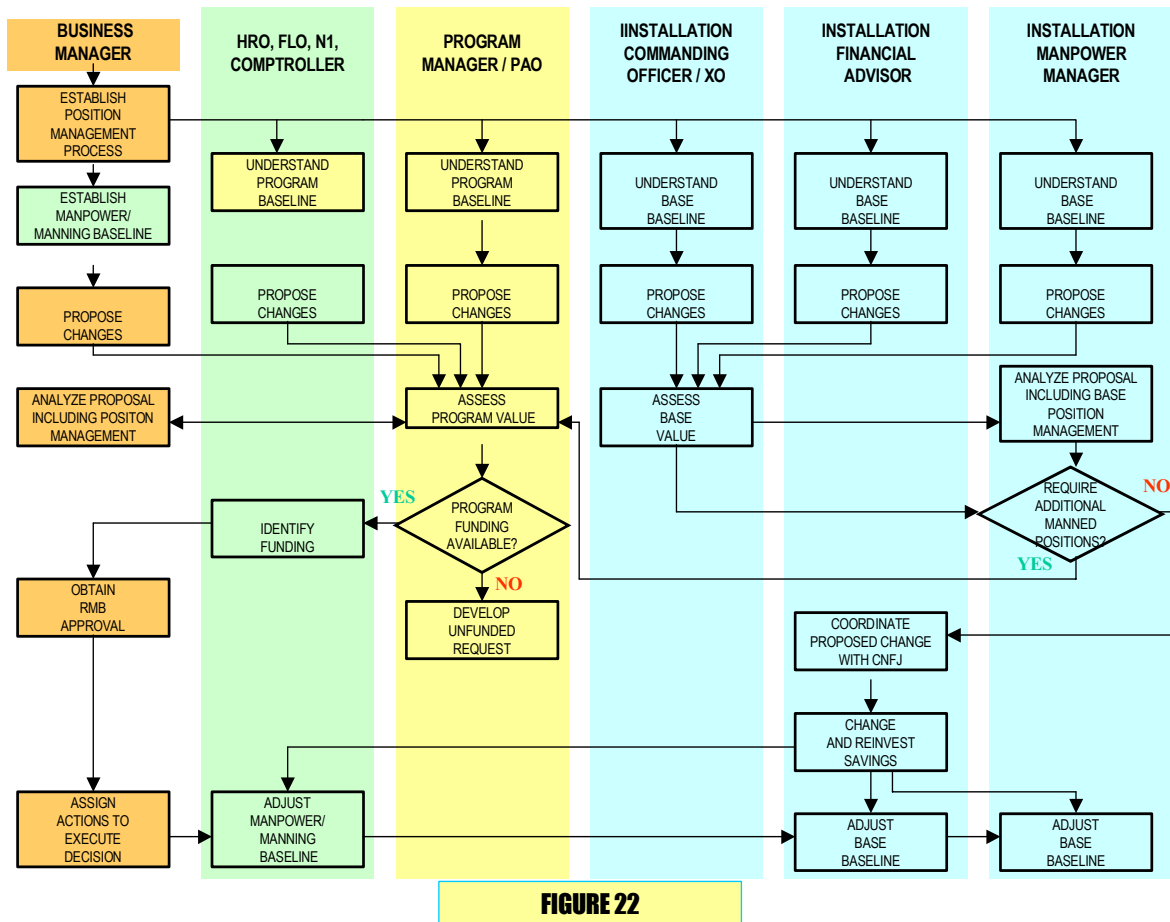
e. **BM responsibility.** The BM will lead regional studies. The BM will request participation and expertise from involved or impacted components of the BOS system. The BM will perform analysis in-house or engage other Business Offices, PWC or FISC when appropriate. Some issues may require external consultant support. Studies will conclude with a written report including specific recommendations for follow-on action.

f. **Reengineering study recommendations.** The BM will present recommendations to the RMB for review and decision.

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9. **CNFJ POSITION MANAGEMENT PROCESS.** The process map, figure 22, depicts how the CNFJ deploys personnel resources.

CNFJ Position Management Process



a. **Position Management.** Position Management can be defined as a carefully designed position structure blending the skills and assignments of employees with the goal of successfully carrying out the organization's mission or program. Sound position management reflects a logical balance between employees needed to carry out the major functions of the organization and those needed to provide adequate support; between professional employees and technicians; between fully trained employees and trainees; and between supervisors and subordinates.

(1) Staff position management is the process concerned with establishing or changing the grouping of functions, relationships, and workflow of an organization to accomplish the mission.

(2) Installation position management addresses daily operations (detail work of the installation service delivery organization) and is concerned with:

- a. Method innovations
- b. Work flow considerations
- c. Cost effectiveness of options
- d. Job design
- e. Ratio of supervisors to subordinates
- f. Use of deputies and assistants
- g. Career development
- h. Morale impact of decisions
- i. Type of workers available
- j. Legal, regulatory, and policy constraints

b. Responsibilities. IAW COMNAVFORJAPNINST 5310.5, the Business Manager owns the NAVFORJAPAN position management process. The BM monitors manpower and manning issues leveraging expertise and assistance from HRO, FLO, PSAFE, installation manpower specialists, and CINCPACFLT Manpower Field Offices (CMFO).

(a) CNFJ Staff. The Staff (BM, Comptroller, Department Heads, Special Assistants, PMs, PAOs) identify, analyze, and make decisions on reengineering and efficiency opportunities impacting more than one installation. The Staff focus should be strategic, looking ahead to program and budget year adjustments.

(b) Installation. The installation CO and Staff identifies, analyzes, and makes decisions on reengineering and efficiency opportunities that impact one or more programs at their installation. The installation focus should be more tactical, looking for near-term adjustments for maximum operating efficiency.

(c) Resource Management Board. The RMB, with installation input, reviews recommendations for reengineering proposals (including required position management recommendations) and determines a course of action.

(d) Comptroller. The comptroller will account for funding of all types of personnel, including US Civil Service positions, Japanese Master Labor Contract and Indirect Hire positions, and U.S. Military billets. This does not change the role of HRO, FLO, or N1 to provide technical oversight of respective personnel issues and support personnel actions.

(e) Human Resource Organizations. The Human Resources Office (N01CP5), Foreign Labor Office (N01CP1), Military Personnel

Manager (N1) shall provide technical assistance to the RMB in evaluation of proposed manpower changes and aggressively pursue filling approved positions as requested by installation COs and PMs, where appropriate. The FLO will account for funding by GOJ of all MLC and IHA positions and notify the Comptroller of the remaining funds required to fully pay the cost of these personnel resources.

c. Position management guidelines. The installation CO is responsible for developing an effective and efficient installation organization, looking across all installation-level BOS programs for efficiency opportunities. The installation CO must comply with COMNAVFORJAPANINST 5310.5 and obtain BM approval before increasing the total number of encumbered BOS positions, upgrading existing requirements, or recruitment of any position that has been vacant in excess of six months.

(1) CNFJ Staff and installation must coordinate with all impacted parties before any planned position and resource shifts are executed.

(2) The installation CO can locally reinvest "freed" resources that become available as a result of installation-initiated reengineering or efficiency initiatives. Resources freed from AOR-wide initiatives will be reinvested by CNFJ.

d. Position management process. The CNFJ manpower baseline is expressed in terms of approved positions (end strength (E.S.)) and CNFJ manning (full time equivalents (FTE) approved filled positions). COs, PMs and ISDMs must understand and observe ES and FTE controls.

(1) Anyone within NAVFORJAPAN can propose a change to manpower or manning to improve BOS service delivery effectiveness and efficiency. Assessment of proposed manpower changes will be coordinated by the BM.

(2) The BM will make the decision to adjust manning authority across programs, across installations, or request additional resources from CINCPACFLT. Positions not approved by the BM may be elevated to the RMB for further review and consideration.

(3) Once a change is executed, the Comptroller and installation managers adjust manning baselines.

CHAPTER 9. LIST OF ABBREVIATIONS

AAA – Authorization Accounting Activity ABC – Activity Based Costing ACOS – Assistant Chief of Staff AG / SAG – Activity Group/Sub-activity Group AIS – Annual Inspection Summary AOR – Area of Responsibility API – Asset Protection Index BA – Budget Authority; Budget Activity BAM – Baseline Assessment Memoranda BC – Base Communications BIOT – British Indian Ocean Territory BM – Business Manager BMO – Business Management Office BOS – Base Operating Support CA – Commercial Activity CD – Child Care Operations CN – Conservation, Environmental CFAO – Commander, Fleet Activities Okinawa CFAS – Commander, Fleet Activities Sasebo CFAY – Commander, Fleet Activities Yokosuka CFO – CINCPACFLT Manpower Field Office CINCPACFLT – Commander in Chief, Pacific Fleet CNFJ – Commander, U.S. Naval Forces Japan CNO – Chief of Naval Operations CO – Commanding Officer CoS – Chief of Staff CPF – Commander in Chief, Pacific Fleet CPV – Current Property Value CRA – Continuing Resolution Authority CRB – Corporate Resources Board CSR – Customer Service Representative CT – Counter Terrorism (Security/Force Protection) CY – Current Year DBOF – Defense Business Operations Fund DCPS – Defense Civilian Payroll System DFAS – Defense Finance and Accounting Service eKM – Enterprise Knowledge Management EC – Environmental Compliance ES – End Strength EV – Environmental Cleanup FA – Funds Administrator FS – Family Service Center Operations FISC – Fleet and Industrial Supply Center, U.S. FH,N – Family Housing, Navy FLO – Foreign Labor Office FMS – Facility Management System FND – Foreign National Direct Hire FNI – Foreign Nation Indirect Hire FTE – Full-Time Equivalent	GOJ – Government of Japan HNS – Host Nation Support HRO – Human Resources Office IAB – Installation Advisory Board ICBM – Installation Core Business Model IMC – Installation Major Claimant ISA – Interservice / Intraservice Support Agreement ISCC – Immediate Superior in the Chain of Command ISDM – Installation Service Delivery Manager ISIC – Installation Senior Office in Charge IMAP – Installation Management Accounting Project JON – Job Order Number LCS – Labor Cost Sharing LOA – Line of Accounting LMO – Labor Management Office ME²O – Most Efficient and Effective Organization MLC – Master Labor Contract MFT – Mission, Function and Tasking MRP – Maintenance of Real Property Fund MW – MWR Operations NAFA – Naval Air Facility Atsugi NAFM – Naval Air Facility Misawa NAF – Non-appropriated Fund NAVFAC – Naval Facilities Engineering Command NAVSUP – Naval Supply Systems Command NMP – Navy Manning Plan NOA – New Obligation Authority NSFDG – Naval Support Facility Diego Garcia O&M,N – Operations and Maintenance, Navy (OMN) OB – Operating Budget; Installation Operations, Other OICC – Officer in Charge of Contracts OPN – Other Procurement, Navy OPTAR – Operating Target PACDIV – Pacific Division PBD – Procurement Budget Decision PDCA – Plan, Do, Check Act PLAD – Plain Language Address PM – Program Manager PM – Position Management PM – Recurring Maintenance (Maintenance and Repair of Real Property) PMSO – Program Management Support Office POA&M – Plan of Action & Milestones POE – Projected Operational Effectiveness POM – Program Objectives Memorandum PP – Pollution Prevention PPBS – Planning, Programming, Budgeting, Execution Process PSA – Personnel Support Activity PSD – Personnel Support Detachment
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<p>CHAPTER 9 LIST OF ABBREVIATIONS CONT'D</p> <p>PWC – Public Works Center PWO – Public Works Officer QEP – Quarterly Execution Plan QO - Bachelor Quarter Operations QOL E/D – Quality of Life Enhancements/Defense) QM - Maintenance, Bachelor Quarters</p> <p>ROC - Required Operational Capability ROI – Return on Investment PAO - Program Action Officer RPM – Real Property Maintenance RMB - Resource Management Board</p> <p>SBCA – Streamlined Business Case Analysis SDM – Service Delivery Manager SII – Special Interest Item SIM – Shore Installation Management SPB – Strategic Planning Board SRM – Sustainment, Modernization, Restoration STARS-FL – Standard Accounting and Reporting System, Field Level SWOT – Strengths, Weaknesses, Opportunities, Threats UIC – Unit Identification Code UCS – Utility Cost Sharing USCS – US Civil Service USDH – US Direct Hire YTD – Year to Date</p> <p>This space intentionally left blank</p>	<p>PWC – Public Works Center PWO – Public Works Officer</p> <p>This space intentionally left blank</p>
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CHAPTER 10. GLOSSARY

1517 Authority. Title 31 United States Code Section 1517 prohibits an officer or employee of the US Government to authorize an expenditure or obligation exceeding a prescribed amount.

Authorization Accounting Activity. The Defense Accounting Office, designated by the Defense Finance and Accounting Service, to perform accounting for a Naval shore activity or operating forces unit.

Accounts Payable. Amounts owed for items received, services rendered, expenses incurred, assets acquired, construction performed and any amounts received but yet unearned.

Action Plan. The schedule for integrating and implementing a given alternative's slate of initiatives (also called implementation plan).

Activity. A named process, function, or task that occurs over time and has recognizable results. Activities use up assigned resources to produce products and services.

Activity Based Costing. A management tool that allows an enterprise to determine the actual costs associated with each product and service produced by that enterprise without regard to the organizational structure of the enterprise.

Activity Cost. The total of all costs (both fixed and variable) expended in performing an activity for a time period.

Activity Group / Sub-Activity Group. AG / SAG Basic purpose for which an activity proposes to spend money (i.e., Station Operations).

Activity Measure. A performance value assigned to an activity's primary output.

Budget Authority. Budget Authority is the value of the annual new legal authority to incur obligations, i.e., to enter into contracts involving expenditures of funds from the Treasury. Budget authority is usually provided by appropriation. You can often use the previous year's BA and the priorities of programs as outlined in the POM to estimate the current year's BA.

Installation. The Installation is the command designated by the CNFJ to provide the majority of BOS services to tenant commands and afloat units. In most cases, the Installation is the SSP of BOS services. Supply support and Public Works Support come through FISC and PWC storefronts.

Installation Commanding Officer. The Installation CO is a direct representative of CNFJ for defined location or sub-region. The Installation CO is focused on providing effective BOS services in support of the fleet mission.

Installation Financial Advisor. Re-engineered traditional comptroller resident at the installation.

Baseline. The initial baseline is the financial profile of the funds needed to satisfy current and future workloads. An approved baseline is an approved plan describing the resources needed, using current processes and reflecting pending changes, to satisfy current and future workloads.

Baseline Assessment Memorandum. A BAM is a designated assessment by a resource sponsor that contains an evaluation of the total cost and resources required to achieve or maintain some stated level of capability.

Installation Managed BOS Storefront. A Installation Managed BOS Storefront is a designated local entity that provides one or more BOS service to an entire Installation. The three types of platforms are Installation, FISC Store Front, and PWC/OICC Store Front.

Installation Position Management. Installation Position Management addresses the daily operations (detail work of service delivery organization concerned with innovations in work methods; work flow considerations; cost effectiveness of options; job design; ratio of supervisors to subordinates; use of deputies and assistants; career ladder development; morale impact of decisions; type of workers available; and legal, regulatory, and policy constraints).

Installation Service Delivery Manager. The Installation Service Delivery Manager is a generic term used for the operational field manager or officer responsible for providing a specific set of BOS support services to end-user customers. He is the Installation CO's technical advisor and Installation-level program manager for assigned BOS functions or services.

Benchmarking. Benchmarking is the process of comparing organizational performance to either internal standards or best-in-industry organizations. Benchmarking is used to establish goals, both for the organization in general or for individual processes. A growing number of organizations are using benchmarking to gauge their performance and to identify the areas of greatest opportunity for improvement.

BOS Services Delivery Platform, Local. A BOS Service Delivery Platform is a designated local entity that provides one or more BOS services to an entire Installation as a SSP. The three types of Platforms are Installation, FISC Store Front, and PWC Store Front.

Budget Execution. The accomplishment of the plan prepared during budget formulation. It is the process established to achieve the most effective, efficient and economical use of financial resources in carrying out the program for which the funds were approved.

Ceiling. A maximum amount of an appropriation imposed by Congress which is designated for a specific purpose, (i.e., travel funding).

Civilian Personnel Ceiling. Maximum number of civilians, which may be employed full-time as, determined by appropriate authority. The full-time equivalent of part-time employment, expressed in man-months, included in the ceiling.

Commitment. An administrative reservation for funds from an allotment based on a firm procurement directive, order or request. A commitment authorizes the creation of an obligation without further approval by the officer responsive for certifying fund availability.

Control Numbers. A control number or control is a planning limits provided by a major claimant or a local comptroller to a subordinate activity or department, providing an estimate of the next year's resources.

Continuing Resolution. An act of Congress that provides funds to continue government functions until regular appropriations are enacted. Restrictions on the use of funds under a continuing resolution vary from year to year.

Cost. A resource input to a project, program, or activity expressed in dollars (Yen).

Cost Driver. A factor that causes a cost to be insured.

Current Year. The fiscal year in progress.

Customers. A person or organization that buys or consumes or has the potential to buy or consume goods or services to satisfy needs or wants.

DCPS (Defense Civilian Pay System). The program to input Civilian Pay.

Effectiveness. The extent to which outcomes match the stated objectives of an activity. When assessing effectiveness, it is important to understand what successes should look like for an activity. The effectiveness of an activity should be distinguished from the adequacy of the management of the activity, which concerns efficiency.

Efficiency. To maximize outputs for a given level of inputs. Efficiency is concerned with the cost of output delivery - which is driven by the processes.

Employee. An individual that has been hired and accessed to a position.

End Strength. Number of personnel at the end of the fiscal year.

Expenses. Costs of operation and maintenance of activities on the accrual accounting basis. Expenses include but are not limited to the cost of: (1) civilian personnel services; (2) military personnel services; (3) supplies and material consumed or applied; (4) travel and transportation of personnel; (5) rental of facilities and equipment; (6) equipment (having a value of less than \$10050K) and (7) services received (purchased utilities, leased communications, printing and reproduction, and other). The cost of minor construction of a value of \$300K or less is included as an expense.

FASTDATA. Fund Administration and Standardized Document Automation System. The FASTDATA application provides Fund Administration with the efficient system to manage, track and provide reports pertaining to the allocation of funds. FASTDATA is a PC-based, menu-driven, windowed system that is designed to generate standard source documents and to satisfy all resultant accounting requirements at both Fund Administrator and site levels.

FISC Store Front. The FISC Storefront platform delivers the full range of Logistic Support services to the Installation customers as a SSP. These services include warehousing, inventory control, material procurement, and freight transportation. The FISC Storefront Manager has primary reporting to Commanding Officer FISC Yokosuka with additional duty reporting to the Installation Commanding Officer.

Fiscal Year. The period from 1 October to 30 September.

Fleet Mission Support Commands (FMSC). Commands that provide direct service to fleet units, but whose core mission is not BOS. Examples are SRF for ship maintenance and NCTS for long haul communications. FMSCs typically receive all BOS services from the Host Installation or other local BOS store fronts.

Funds Administrating Activity. A field activity, installation, Installation, camp or station holding one or more operating budgets or allotments. Also called a responsibility center, it can be any organizational level, but the term indicates it holds funds at the lowest legal responsibility level (i.e., operating budget allotment).

Funded Spaces / Unfunded Spaces. Funded Spaces - Number of Foreign National Employees (approved by CNFJ Foreign Labor Office) those salaries fund.

Gap Analysis. The difference between the current state of an organization (where we are now) and the future state (where we want to be).

Guiding Principles. Guiding Principles reflect the values of the organization. They are set statements about how people in the organization relate to each other and to their external customers and suppliers.

Host Activity. A host activity is one that provides facilities and services to another activity. A host activity may provide services itself, or use contractors and/or supporting activities to provide services.

Infrastructure. Those functionally organized activities that furnish resources for the management of defense forces, facilities from which defense forces operate, centrally organized logistics, non-unit training, personnel support and medical services.

Installation Advisory Board (IAB). The IAB is a standing CNFJ board responsible for developing BOS program policy, approve BOS program resource allocations for the entire Japan region, and assess execution results. The IAB is chaired by the CNFJ Chief of Staff. Members include Installation Commanding Officers, the Business Manager, and Program Managers.

Installation Core Business Model (ICBM). The ICMB was developed by the Installation Management Accounting Project (IMAP) to provide more accurate and consistent accounting at the installation level within the official accounting system (STARS/FL). The Model addresses only business areas, functions, and sub-functions that are managed at the installation level and that consume BOS resources.

Installation Management Accounting Project. Navy Comptroller initiative which ties programmed manpower and budget by functions. It identifies military and civilian manpower costs for performing a function.

Interservice Support. Support provided by one Federal Agency or subdivision thereof, to another Federal Agency, or subdivision thereof, when at least one of the participating agencies or subdivisions is the Department of Defense or a DoD component.

Intraservice Support. Action on the part of one activity to provide support to another activity within the same DoD component or other federal agency.

Job Order Number. An 11-digit code comprised of the UIC, FY and serial number. It is the single most important tool in the proper recording and classification cost.

Labor Cost Sharing. Assistance in kind of Foreign National Employee salaries funded by Host Nations.

Lead Major Claimant (LMC). The LMC is the sole BOS resource sponsor for a given Navy Concentration Area or region. For Japan, the LMC is Commander U. S. Pacific Fleet (CINCPACFLT). The Regional Commander (RC) identifies BOS requirements to the LMC. The LMC passes all BOS resources by program to the RC for execution.

Major Claimant. An echelon II (second tier) command that receives mission and resources from the Chief of Naval Operations level and distributes mission and resources to regional commands.

Manning. Faces or the sum total of employees assigned against authorized positions or billets.

Manpower. Spaces or the total human resource identified and defined that are military or civilian required to perform the mission.

Master Labor Contract. A contract/agreement with the GOJ to provide workers to the US forces. The GOJ takes on the pseudo government roles. The GOJ budgets, funds, distributes, and pays the employees for all Japanese/Non-US workers under the agreement. The budgeted amount is based on an average wage of employees. When the amount is exceeded, the US Government pays the remainder as part of the contract.

Memorandum of Agreement. A MOA is a memorandum that defines general or conditional agreement between two or more parties - what one party does depends on what the other party does (e.g., one party agrees to provide support if the other party provides the materials).

Memorandum of Understanding. A MOU is a memorandum that defines general areas of understanding between two or more parties - explains what each party plans to do; however, what each party does is not dependent on what the other party does (e.g., does not require reimbursement or other support from receiver).

Mid-Year Review of the Budget. A status of funds review of resources (funding, people) along with the planned program accomplishments so that corrective management decisions can be made.

MLC Shortfall. The MLC Shortfall is the amount billed to the U.S. Government above the Special Measures Agreement (Host Nation Support by the Government of Japan). The shortfall may include overtime, benefits, and salaries that exceed the GOJ budgeted amount.

Navy Working Capital Fund. The NWCF is a separate and different financial structure from the "mission funded" financial structure of the Navy. The NWCF is a revolving fund that establishes a rate structure charged to customers which recovers the cost of operations and capitalization required delivering the needed service. Both PWC/ OICC and FISC operate under the NWCF financial structure.

Non-appropriated Funds. NAF are monies derived from sources other than Congressional Appropriations, primarily from the sale of goods and services to DoD military and civilian personnel and their dependents and used to support or provide essential morale,

welfare, recreational and certain religious and education programs. Another distinguishing characteristic of these funds is the fact that there is no accountability for them in the fiscal records of the Treasury of the United States.

Operating Budget. An OB are the annual budget of an activity stated in terms of subactivity group codes, functional / subfunctional categories and cost accounts. It contains estimates of the total value of resources required for the performance of the mission including reimbursable work or services for others. It also includes estimates of workload in terms of total work units identified by cost accounts.

Operating Target. An OPTAR is an administrative rather than legal limitation on expenditures provided to an afloat unit or department ashore.

One-Time Cost. Expenditures usually related to the purchase of capital assets or other items that are charged on a non-annual, non-repetitive basis (e.g., an initial training, and initial factory tooling).

Operations. Costs associated with essential functional processes that are directly related to the primary output(s) of a function for its intended customers. Each cost element is broken down further by the two cost subdivisions: Operations, and Management and Support.

Performance Objective. A quantification of an intended or targeted process, input, or output based on some factor (i.e., performance measure).

Plan of Action and Milestones. A POAM is the plan to accomplish a defined list of actions. The POAM shows the required actions, the dates the actions will be completed, and the person or entity responsible to complete the action.

Planning, Programming, Budgeting, Execution Process. An integrated system for the establishment, maintenance, revision and execution of a budget.

POM (Program Objectives Memorandum). The output document of the programming phase in the Planning, Programming, and Budgeting system. POM reflects dollar amounts for each major DON program approved by SECNAV.

Position. A unit of work effort to be performed by one person that satisfies a portion of the total work requirement. A position may or may not be filled, depending on available resources and other factors.

Position Management. The process of subdividing the missions and functions of an organization into systems, processes, and tasks down to the basic unit--the position.

Program. A category of similar mission requirements that is sponsored and resourced by a program manager.

Programming. Programming is the process by which information is translated into a financial plan of effective and achievable programs.

PWC/OICC Store Front. The PWC/OICC Storefront provides public works and contracting support to varying degrees at each Installation and reports directly to the Commanding Officer, PWC/OICC Far East.

Reclama. Reclama is the Budgeting Submitting Office's or Program Manager's written response to a mark. It is a request for reconsideration of an item which has been deleted, reduced or otherwise adjusted during the NAVCOMPT and OSD / OMB phases

of the budget process. Although the term "Appeal" has the same meaning, it is not normally used in connection with these phases.

Recurring Cost. Expenses for personnel, material consumed, operating overhead, support services, maintenance, and other items that are charged annually or repetitively in the execution of a given program or work effort.

Reengineering. Reengineering is the process of dramatically changing the process used to deliver a service. Reengineering will probably change the type of skills and number of people required to deliver service. Therefore, reengineering entails the process of position management.

Regional Facility Management System – The FMS anticipates various design benefits targeting optimum balance between Installation and region support. It also augments existing region, Installation capabilities and shares existing PWC capacity.

Service Provider (SP). The SP is a service command with multiple storefronts providing services throughout the AOR. FISC Yokosuka is the SP for logistics support and PWC Yokosuka is the SP public works support to varying degrees at each Installation.

Reprogramming. Utilization of funds in an appropriation account for purposes other than those contemplated at the time of the appropriation. Reprogramming is generally preceded by consultation between Federal agencies and appropriate congressional committees.

Resource Sponsor. Responsible for determining requirements, monitoring, reviewing, and supporting programs within specific areas. Some sponsors are responsible for unique areas and work closely with a specific command. Others have generic responsibilities that are common to multiple commands.

Shore Activity. A Shore Activity is a Navy command that is shore based and not deployable. Shore activities usually play a supporting role to the operational fleet mission. BOS services are provided primarily from Installation shore activities.

Single Service Provider (SSP). The SSP delivers one or more BOS services locally for an entire Navy Installation within CNFJ. The SSP identifies resource requirements to PM/PAO for budgeting and allocation. For supply support, the SSP reports for primary duty to the CO FISC with additional duty to the Installation CO. For certain types of public works support, the SSP reports for primary duty to the CO PWC with additional duty to the Installation CO. For all other BOS services, the SSP reports directly to the Installation CO.

Special Interest Item. Claimancy or higher-level authority limitations on the spending and movement of resources in or out of the budgeted program for uses other than programmed.

Stakeholders. A particular issue affects any person or group of persons who has an interest in or whom, even unwillingly or unknowingly.

STARS-FL (Standard Accounting and Reporting System, Field Level). STARS-FL is a standard accounting and reporting system, field level used to track allocated funds from the time they are authorized through the life cycle of the appropriation at the field level. It is designed to provide real time financial information.

Strategic Goals. Strategic goals define the changes required to move the organization toward its vision. They are long-range performance targets that are consistent with the organization's mission, usually requiring a substantial commitment of resources and achievement of short-term and mid-term supporting plans.

Strategic Planning. A cyclical process through which a portfolio determines an appropriate desired future position, and identified the means by which this is to be achieved.

Strategies. A particular choice of interventions, which an organization selects to achieve an objective.

Store Front (SF). A SF is a forward deployed component of the Service Provider for a defined sub-area, usually as a SSP for a Navy Installation. FISC Yokosuka and PWC Yokosuka have SFs at up to five Installations within the CNFJ that delivers varying level of supply and public works support respectively for eligible customers within the AOR.

Sub-Program. A subordinate category of a program, dealing with a specific functional area.

Supporting Activity. A supporting activity is one that generally provides only services to other activities. An example is a Public Works Center.

Tenant Activity. The tenant activity is one, which uses facilities and/or receives services from another activity or activities.

Unfunded Requirement. Unfunded Requirement. A valid program need that is not included and funded in the current annual program execution plan and budget.

Unliquidated Obligations. Outstanding obligations with no matching expenditures.

Unmatched Disbursements. Disbursements that cannot be matched to existing obligations.